

**FUNDAMENTALS OF
SALESMANSHIP**

FUNDAMENTALS OF SALESMANSHIP

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TO
MY DAUGHTER RUTH

PREFACE

Industrial growth and business expansion depend largely upon efficient salesmanship. Large quantities of goods must be sold at a profit. It is easier to make goods than to sell them. The salesperson is the leading factor in profit-making and is the most valuable asset in any business.

Ignorance, rule of thumb methods and lack of skill are factors increasing costs and inefficiency. Customary ways of doing things are inefficient and wasteful. The selling methods found in the average salesforce are not the result of careful investigation and acquired by careful training, but are what are guessed to be best by management and salespersons. Many managers even today believe that it is a waste of time to study principles underlying salesmanship, and declare that scientific investigation and the careful study of methods of sale have their place elsewhere than in the selling department of a business.

The production of goods on a large scale increased competition in every branch of our industrial system. Many managers began to study salespersons and methods of sale to see if it were possible to devise more efficient methods of selling. This led to a careful analysis of the methods of sale. The result has been the reduction of salesmanship to fundamental principles. The average manager has yet to realize that no sale takes place, unless it is a case of filling orders, which does not involve these fundamental principles. Salesmanship is no longer based upon guesswork, but upon knowledge.

The explaining of the fundamental principles underlying salesmanship is the purpose of this book. They are

not the result of theorizing, but the opposite, as they are the principles which have been worked out from analyzing the experiences of successful salespersons.

The author has endeavored to produce a book which will assist salespersons to become more efficient in selling. Special attention has been given to the arrangement of the subject matter so that the book may be of service as a text book. High schools and colleges will find it especially suited as a text in salesmanship, and business managers who conduct classes in salesmanship will find it written in such clear and non-technical language that it may be successfully used in these classes.

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PART I

**THE SALESPERSON AND
EFFICIENT SALESMANSHIP**



FUNDAMENTALS OF SALESMANSHIP

CHAPTER I

INTRODUCTION

Each individual has numerous wants, and his existence depends upon the satisfaction of many of them. Wants are of many kinds and of different degrees of intensity, and range from the simplest to the most complex. Our wants of various kinds are the cause for the consumption of wealth in its many shapes and forms. They are also the cause of the production of the various forms of wealth. All business activity grows out of the demand for goods to satisfy human needs, and develops as the human race develops and reaches a higher plane of civilization.

The Basis of Our Industrial System.—Goods are produced in order that human wants may be satisfied, directly or indirectly, through their consumption. People are engaged in their production either for home consumption or for disposal to others. A hundred and fifty years ago, the custom was to produce in homes a large part of the goods needed for home use, but the past century has introduced many industrial changes, so that today people depend upon others for goods to satisfy their wants. The production of goods for sale is the fundamental basis of our industrial system.

Production.—Production is the creation of utilities or capacities in goods for the purpose of satisfying human wants. Utilities may be divided into four classes, form, place, possession, and time. A new form utility is created by change in shape, weight, color, taste, smell, or any other quality of a thing, which increases its capacity to satisfy human wants. Utility may be added by change in place. Coal in New York is worth more than it is at the mine. Utilities may be added to goods by transfer of ownership from one individual to another. Retailers and wholesalers are producers in our great industrial system as well as manufacturers.

Factors of Production.—The continuous production of goods requires land, man, capital, and managerial ability.

Land.—The term “land” includes not only the surface of the earth, the materials above and beneath it, bodies of water and what they contain, but the physical and natural forces which assist man in the production of goods, as climate, winds, rainfall, and tides.

Man.—Man is of coequal importance with land. By his efforts, raw materials are taken from Mother Earth and converted into utilities to satisfy human wants. The efforts of man directed toward the creation of utilities are called labor. Man alone can accomplish little without the assistance of a third factor, capital.

Capital.—Capital is defined as economic wealth expressed in terms of the general unit of value or money. It is limited to the money estimate of those forms of economic wealth used for further production. The concrete forms of capital are known as capital goods. Capital goods are therefore the products of past industry used for further production, while their estimate in terms of money is capital. The capital goods of a country consist of buildings used for industrial purposes, tools, machinery, transporta-

tion systems, money, raw materials, finished goods awaiting sale, etc. Capital is not like land and labor, an independent factor in production, but is obtained from the application of human efforts to land, and is therefore secondary.

Managerial Ability.—In an ordinary business undertaking, it is the practice for one class of persons to supply land, another capital, and still another, labor. The task of organizing these factors and of supervising their use is an important one. The business manager or man who performs this task is today the most important factor in business. A large business undertaking depends more for its success upon the ability of the manager than upon any other factor in production. It is true that there must be land, labor and capital, but they are of little consequence without coördination, supervising, and management. The manager's task of coördinating land, labor, and capital, of supervising all their activities, and of assuming all responsibilities and risks of business, is the bone and sinew of every business enterprise, and the efficient performance of it means success.

Meaning of Business.—The efforts put forth to obtain the means for the satisfaction of wants are known as economic activities. Business in the broadest sense includes all forms of economic activity directed to the making of profits. The lawyer's or the doctor's practice must be considered as business in the same sense as a factory producing material goods, or a grocery store selling groceries. In the business world, it is customary to give to business a narrower meaning, and to confine it to those economic activities which are directed to the creation of utilities in material economic goods.

Characteristics of Business Units.—Some combination of land, labor, and capital is necessary in the production of economic goods. Such a combination, whether it consists of the fisherman catching fish for the market with his

crude home-made net, or the million-dollar corporation, is a business unit. The business world is made up of these *profit-seeking units, each differing from the other in size, permanence, character, or the work which it performs.* Business units ranging in size from the single worker using simple tools to the large corporation employing thousands of workmen tending machinery worth millions of dollars are found in every branch of our industrial system. The business unit may be of a more or less temporary nature, as the individual proprietor or partnership, where the existence of the unit depends entirely upon the lives and the wishes of those interested, or it may be permanent as in the corporation which continues its existence uninterrupted by the dissatisfaction, death, or retirement of its stockholders. The advantages of a permanent organization are so great that the corporation is favored as the best type of business organization.

The Aim of Business Activity.—Profit making is the aim, and the object of business activity. The average man is not in business, with its endless burdens and cares, for the love of it, but for the profits made. Money and not sentiment is the ruling force in the business world.

Profits.—The difference between the returns of an enterprise and the total expense of conducting it is called profits. Profits, therefore, depend upon the difference between the cost price and the selling price per unit of goods. They do not represent any fixed sum, as conditions governing them vary from day to day. Every business manager strives for profits, and his success is measured in the business world by his ability to make profits. Profits do not depend on any one thing, but upon everything affecting expenses from the time the goods are bought until they are sold.

Meaning of Competition.—Profits from their nature may be classed as competitive and monopolistic. Profits, unless

they are monopolistic, depend upon successful competition. Competition is a phenomenon which the average business man must reckon with, because his success depends upon his ability to compete successfully in the market. President Hadley of Yale defines competition as the effort of rival sellers to dispose of their goods and services, or of rival buyers to secure the goods and services which they require; an effort limited by the desire of the seller to secure as high a price as possible, and by the desire of the buyer to pay as low a price as possible. Competition is not a product of our present industrial system. It has existed since man made articles to exchange for other articles.

Essentials for Successful Competition.—The best possible method of selling a large product in a competitive market is to undersell one's competitor. The best quality and value at the lowest price in the market are two essentials for successful competition. Successful selling is selling at a margin of profit. The lowest price to guarantee continuance in business carries a margin of profit. The essential requirement of business is the placing of goods on the market at a lower price than your competitor, at the same time having the price carry a margin of profit. This demands the elimination of waste in every possible form, and the conducting of business with the greatest possible efficiency.

Factors of Business Success.—Best quality and value do not assure success unless they are accompanied by efficient selling. The existence of every business enterprise depends upon the ability of the management to dispose of a quantity of goods at a profit. Success in business depends chiefly upon three factors, good buying, low costs, and efficient selling. Carelessness or bad judgment in one is sufficient to eliminate profits, and to cause failure. The most important is efficient selling. The business manager who

has the most efficient selling force has a decided advantage over his competitors. Too great emphasis cannot be placed upon the importance of selling, because upon it depends the success of a business enterprise.

The Struggle to Obtain and to Hold Customers.—It must be emphasized that goods seldom sell themselves. Customers can usually obtain the same goods at the same price elsewhere. The chief problem is to induce the customer to make his first purchase, and then it remains for the selling force to give such good service, and the management such value, that the customer will not only become permanent but will induce others to come. Competition is daily becoming keener in all lines of business activity. With this increasing keenness comes a more intense struggle, first to obtain customers, and then to hold them. The ability of salespersons to make sales satisfactorily and to give the service that will gain the confidence and goodwill of customers so that they will always return is as important as the quality of goods offered for sale.

The Salesperson and Business Success.—Business enterprises are impossible without selling goods. The salesperson occupies an important position in our industrial system. Our future industrial growth and progress depend upon our ability not only to obtain, but to hold markets. To do this successfully, the hardest part of the task falls upon the salesperson. The manager may have an efficient system of buying, and the best and cheapest methods for getting goods in readiness for sale, but if he cannot sell his goods at a profit failure will result. His success depends upon the ability of his selling force to dispose of his goods at a profit. A competent and efficient selling force is a most valuable asset in any business enterprise, and upon it more than upon anything else depends its success or failure.

Lax Methods of Business Management.—Guesswork, hap-

hazard methods, chance, and luck were the bases of conducting the average business until recent years. There was little knowledge of the general principles underlying business, and a well organized business was the exception. The only guide as to whether or not a business was prospering was the bank account and the ability to meet obligations. Guessing and chance might work if coupled with judgment and with a more or less large margin between selling and cost prices. With keen competition and small margins they fail. They must be eliminated, and their places taken by cost finding systems, organization, and knowledge, in dealing with the different factors which enter into a business enterprise.

Historically, Four Systems of Production.—Goods have been produced under the present industrial system for a period of about a hundred and fifty years. For hundreds of years previous manufacturing took place either in the household or in a simple workshop adjacent thereto. Historically, four systems have been employed to supply the wants of man. The first and simplest form is the family system.

Family System.—The family system is found in antiquity, and extended as far as the first period of the Middle Ages. The people were divided into small groups or families. The term "family" included not only the members of the family but also the slaves or serfs belonging to it. The Roman lord with his army of slaves, and the feudal baron with his serfs are good examples of this economic period. Goods were rarely produced for outside purchase, and consumption was usually confined to home production.

Handicraft System.—With the breaking down of the feudal system, the family gave way to the handicraft system. The trades were separated, and the workers, independent, no longer toiled in the houses of the consumers.

The worker, or artisan as he was now called, bought his material, worked it up in his own house, used his own tools and sold the finished product to the consumer. Everything was made by hand, and this gave the name to the system. The custom was to produce only goods ordered in advance. Custom tailors and cobblers of today are survivals of this early system. The rapid rise of an independent class of artisans who conducted business enterprises followed. These formed themselves into associations for mutual assistance and defense, and under the name of guilds played an important rôle in the history of the Middle Ages.

One weakness of the handicraft system was the uncertainty of selling the product. Few took the risk of producing for a market, and confined themselves to making goods that were ordered. During the latter part of the handicraft period, merchants began to play an important rôle in industry. They bought the finished goods and took the risk of selling them at a profit. This was an improvement, because it relieved the artisan of the work which he was least prepared to do. Merchants for the first time competed with one another for the sale of their products, and selling first came into prominence.

Domestic System.—During the latter part of the Middle Ages the handicraft system slowly decayed, and was succeeded by the domestic system which prevailed in England from the middle of the fifteenth century to the middle of the eighteenth century. Finished goods were not only sold to the middleman, but from him the raw product was received. The ownership of each remained with the merchant, and the workman was relieved of the work of buying as well as of selling. The artisan still owned his own tools, and worked at home with the aid of his family. He usually lived in the country, and devoted a part of his time to tilling the small plot of ground which surrounded

his cottage. The importance of merchants increased, and competition for the sale of goods became keener. Goods were produced generally for markets, and the success of the merchant as well as that of the producer depended upon successful selling at a profit. Successful selling became the basic foundation of business activity.

Factory System.—During the latter part of the eighteenth century the great mechanical inventions and the application of steam power to manufacturing introduced many far-reaching changes in the industrial system. The grouping of workmen and machinery in buildings for the purpose of production is known as the factory system. The factory instead of the home became the unit of production. This necessitated the gathering of workmen into centers, and there began a drifting from the country to the city which has continued in increasing proportions to the present time. With the increase of capital and the improvement of machinery, the factory made it possible to manufacture many varieties of goods in large quantities. Improved facilities for transportation opened larger markets, and to meet the increased demand, production on a larger scale followed. The development of the factory system made modern business enterprise possible.

The Factory System the Chief Type of Our Industrial System.—Each system did not entirely do away with its predecessor, but each in turn was the predominating method of manufacture. In our present industrial system the factory is the important system of manufacture, yet examples of the domestic system are found in the sweatshops, and of the handicraft in the small workshops of the custom tailors and cobblers. The factory system is the key of our industrial development, and the cause of many of our industrial conditions, such as the labor and trust problems.

Increased Competition and the Disposal of Goods.—The production of goods on a larger scale increased competition

in every branch of our industrial system. The increased competition compelled business men to make a close study of every detail of business in order to discover means of lowering costs and of selling large quantities of goods at a profit. This attracted attention and study not only to the manufacturing branch of business, but also to the disposal of finished goods. Large quantities of goods must be disposed of at a profit in order that specialization and large scale production may be possible. New methods were devised for increasing demand through attracting the attention of the consuming public. Advertising became an important factor in the disposal of goods, and it continually increased in importance until today it is an essential element for success in every business enterprise of any considerable size.

Efficient Salesmanship a Necessity.—Greater and greater attention has been attracted to the selling of goods in order to devise methods of selling in the face of strong competition. In selling, as in every branch of business, the human element is the center of attention. Business managers have been attracted to the salesperson, and to methods of sale, to see if it were not possible to devise more efficient methods of selling. This has led to an analysis of the methods of successful salespersons and of the principles underlying sales. It has revolutionized salesmanship and reduced it to fundamental principles. Salesmanship is based no longer upon guess but upon knowledge. Efficient salesmanship is as important for success in business as efficient production. The attraction of attention to the human element in business has given us a new salesmanship. The explaining of the fundamental principles underlying this new salesmanship is the purpose of this book. These principles are not the result of theorizing, but the very opposite: they are the principles which have been worked out from the experiences of successful salespersons.

QUESTIONS

1. What are the causes for consumption and production of goods?
2. Name and explain the different factors of production.
3. What is the importance of managerial ability in our industrial system?
4. What is the aim of business activity?
5. What are profits? Into what classes are they divided?
6. What are the essentials for successful competition?
7. Name and explain the chief factors of business success.
8. What led to the application of scientific methods to the human factor in business?
9. What is the relation between salesmanship and efficiency?
10. Name and explain the four systems of production.
11. When did selling first come into prominence?
12. Give the essential features of the factory system.
13. What new problems in business did increased competition introduce?
14. What are the evils of the factory system?
15. Why is efficient salesmanship a necessity?

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CHAPTER' II

SALESMANSHIP

The Salesperson Indispensable in Business.—Industrial growth and business expansion depend largely upon efficient salesmanship. Larger quantities of goods must be sold at a profit. It is easier to make goods than to sell them. A manufacturer may build and equip a factory with the most modern machinery, goods of the highest quality may be produced at a minimum cost, but if these goods cannot be sold at a profit the business will fail. A retailer may have a store with every possible condition to assist efficiency, stocked with high grade goods at low prices, but if he is not able to get customers, and to sell a sufficient quantity of goods at a profit, he will fail. Selling is absolutely necessary in every business. No business is carried on without the use of some kind of salesmanship. The salesperson is the leading factor in making profits, and efficient salesmanship is the most valuable asset in any business.

Meaning of Salesmanship.—Many definitions have been given of salesmanship. Mr. Vardaman defines it as the ability to influence and to persuade people. It follows that if a person has the ability to influence and to persuade people, he will be able to sell goods at a profit. Salesmanship in its true meaning is more than selling goods at a profit. It further demands that there should be a mutual benefit to seller and to buyer. There should be a benefit

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conferred upon the buyer through obtaining possession of the goods.

A Complete Sale.—A sale is not complete without satisfaction to the customer, and satisfaction, to be complete, should continue until the goods have completed their period of usefulness. If at any time during their use, goods prove that they are not what they were represented to be, dissatisfaction arises, and the sale does not make a satisfied customer. Taking the foregoing into consideration, salesmanship may be defined as the ability to sell goods at a profit, and to the mutual benefit of seller and buyer. The benefit to the seller is profit and a satisfied customer who will return and become permanent in trading, and to the buyer it is satisfaction in services rendered by the goods.

Classes of Salespersons.—Salespersons may be divided into two classes, those who fill orders or simply wait upon customers, and those who sell and produce business.

The Order-Filler.—The members of the first class perform their work like machines. They sell only those goods asked for by customers, and their chief thought is to get rid of customers as quickly as possible. They have no suggestions to make and no advice to give. They know little more about the goods they sell than the price, and frequently they consult the tickets for that. They do not try to ascertain whether or not customers can be interested in other goods. They do not care whether or not customers return, and satisfied customers are persons unknown to them. Satisfaction is not a thought which enters their heads. Their whole thought is to get the money, and to get rid of their customers. They never consider whether services rendered and goods sold give the satisfaction that would cause purchasers to return and buy again. Mr. Frank Farrington, in speaking about an order-filler, says that if he had a clerk who was nothing more than a machine for taking orders he would discharge him and get a phonograph;

that the fellow who cannot help the business by encouraging people to buy better goods, more profitable goods, or other goods than merely what they come in and ask for is not a bit better than a phonograph which would take orders and repeat them with far fewer mistakes than the order-taking clerk would make.

The Right Sort of Salesperson.—Salespersons of the right sort take an interest in their customers and have their interests at heart. They know how to handle customers so as to make them satisfied with the services rendered, how to lead them step by step until sales are made, and how to have them leave feeling that they are benefited by the possession of the goods and satisfied with the treatment received. They study their customers and try to ascertain if other goods are wanted. Frequently suggestions lead to present or future sales. By their study of customers they read their minds and know how to handle them and what to do to make them feel as they do themselves about the goods. They cannot do this unless they firmly believe in their goods, and feel that their customers will profit by their possession. Their work is based throughout on knowledge. Their aim is to sell goods, but they realize that a sale is not complete unless satisfaction on the part of the customer accompanies it. Members of this class are real salespersons, real producers of business, and are assets to a business house.

Salesmanship and Selling Goods at a Profit.—Competition cut margins of profit, and this necessitated increase in sales in order to reach the same amount of profit. The increasing of the selling powers of his salesforce was a serious problem for the manager to solve. This led to more interest in salespersons, which resulted in reducing to a scientific basis the principles and methods underlying successful salesmanship. Salespersons should always remember that their value in a selling department depends not upon

what goods they sell at cost or at a loss, but on the amount that they sell at a profit. It is of the utmost interest to a manager to do everything to increase the sales of his sales-force, and to the salespersons to do likewise, because the success of the business, and the wages received, depend upon it.

Importance of Satisfaction in Goods and in Services.—*Salesmanship, nevertheless, means more than selling goods at a profit. It works for business growth and expansion. Selling goods at a profit may bring temporary profit but ultimate failure. Large quantities may be loaded upon customers at a profit, but these customers later may become so dissatisfied that they do not return. Such selling of goods would succeed only if a new supply of customers could be obtained continually. This is an unusual condition. Business growth and expansion come only through selling goods at a profit, and at the same time giving satisfaction to the customers not only at the time of purchase but during the entire period of the use of goods. If customers become dissatisfied with goods at any time during the use of them, and this is due to qualities which the goods should possess and do not, they will not return. There are so many places where similar goods may be purchased, that if satisfaction is not obtained in one place, customers will not return but will go elsewhere to make their purchases.*

Accurate Knowledge and Its Application.—Efficient salesmanship is based upon knowledge. It requires the obtaining of accurate knowledge, and then its correct application. There are certain principles and methods of conducting sales which are recognized, as the result of years of experience, as necessary and essential to obtain the greatest number of sales and the greatest number of satisfied customers. Efficient salesmanship demands the recognition of these, and their use in handling customers and in conducting

every sale in a business enterprise. Efficient salesmanship introduces scientific methods of research into the making of sales. Every stage in a sale should be based upon definite knowledge of how it can best be done. At no time in the handling of customers, or in carrying them through the different stages leading to the goal, sale, should a salesperson be in doubt as to what to do next, or what would be the right thing to do to lead to favorable impression and purchase.

Business Men and Efficient Salesmanship.—The application of scientific study to salesmanship aroused at first much criticism from all classes of business men, who claimed that it was nonsensical, as salesmanship was a gift of nature and not developed, but today this attitude is materially changed, and business men are discovering that the scientific study of the salesforce and of selling methods is an essential for the greatest business expansion and growth. Business men are daily realizing that in this day of keen competition and close margins of profit, it is necessary to reduce salesmanship to a scientific basis. The careful study of every salesperson, the development of the essential qualities for efficient salesmanship, the application of knowledge to ascertain the best methods of selling, and training to assure their use in handling customers and in making sales are factors increasing sales and profits. Those who do not heed the demands of efficient salesmanship, and still allow their salesforces to make sales under the old methods of chance, haphazard, and guess will soon find themselves severely handicapped in their struggle to make profits.

Efficient Salesmanship a Science.—An eminent scientist defines science as the classifying and organizing of knowledge of any kind. Herbert Spencer defines it as "organized knowledge." If you get the facts, truths, and principles of any given line of thought or activity, and organize and classify them, you have a science. Efficient salesman-

ship is based upon fundamental principles which are general and underlie the efficient and successful selling of goods from a needle to an anchor, and this being the case, it is a science and should be treated as such.

The Old Method of Conducting Sales.—The selling methods found in the average salesforce are not the result of careful investigation, and acquired by careful training, but are what are guessed to be best by the management and by the salespersons. Many people even today have the foolish notion that salesmanship is a gift from heaven. The old way is to allow salespersons to learn to sell the best way they can. Many commence selling without any training in salesmanship. Whatever skill they acquire is obtained in the school of hard knocks. Many young men are sent on the road to represent a house and sell goods, who have never sold goods and who do not know even the rudimentary principles of salesmanship. There are many cases of salespersons engaged to sell goods, the only instructions being: "Here are the goods. Ask someone how to make out the sales slips." Little do managers realize the large number of sales lost through inexperienced salespersons.

Efficiency Methods and the Average Salesperson.—The goal in selling is to make the largest amount of sales to the largest number of satisfied customers. Salespersons are left to themselves to discover the best means of reaching this goal, the result being that the goal is in the usual case far short of what it should be. Salespersons, when they are left to themselves to discover methods for selling, usually do not discover what are the best methods. Ignorance and guess are factors preventing sales. What is more costly than the old method of leaving each salesperson to guess at the best way of making a sale? Customary ways of making sales are inefficient and costly. The old way, and the one which is in common practice, is to put everything up to the salesperson. It is only during the last two decades

that the more progressive managers have realized that there are fundamental principles underlying efficient salesmanship, and that it is a business proposition to see that salespersons are carefully trained in these principles.

Importance of Scientific Study in Business.—Ignorance, rule-of-thumb methods, and lack of skill are factors increasing costs and inefficiency. Customary ways of doing things are inefficient and wasteful. We are living in an age of science, but at the same time in one of great wastes. The requirement is the directing of science to business in all of its manifold phases in order to eliminate wastes. The introduction of scientific study of business methods aroused, at first, much criticism from all classes of business men, but today this view is materially changed and business men are realizing that scientific study in business is an essential factor in business progress. Business men are daily realizing that in this age of keen competition and of close margins it is necessary to run business on a scientific basis. The careful study of every phase of business activity, and the application of science and accurate knowledge are factors lowering costs and increasing efficiency. Those who do not heed the demands of efficiency, and still conduct their business on the old system of guesswork, will find themselves severely handicapped in their struggle to make profits.

Theoretical Principles Underlie Selling.—Many managers, even today, believe that it is waste of time to study theoretical rules underlying salesmanship, and declare that scientific investigation and the careful study of methods have their place elsewhere than in the selling department of a business. They have yet to realize that no sale takes place, unless it is a case of filling orders, which does not in some way involve the application of theoretical principles. Salesmanship is gradually being reduced to a science, and selling methods should be studied and scientifically investi-

gated as phenomena in the field of science. The sooner managers realize that scientific investigation and research are necessary in obtaining efficient selling, the greater will be the advance in efficient salesmanship. They must realize that rightly applied principles go hand in hand with practice. The principles should be known, and their application should be the result of careful investigation. If principle and practice appear to disagree, either the former or the latter is wrong. The fault lies with the manager, either in not knowing the underlying principles or in not making the proper application of them. Managers should awaken to the fact that efficient salesmanship is based upon certain fundamental principles which underlie all sales, whether of safety pins or automobiles, irrespective of whether or not they are recognized by them.

The Efficient Way of Selling, and Guesswork.—Each sale made in a business enterprise may be made in a number of ways, and it is evident that all are not equally efficient. As a rule many are so inefficient that if only a slight investigation were made, many weak points would be discovered in the manner of handling customers. There is one efficient way to handle a customer, and that is what is needed in every business enterprise. Few salespersons know the efficient way, and few have the ability and the time to investigate the different ways of handling customers and to select the one which is best. Not only salespersons but even managers are unable to know at random, or at guess, the efficient way to handle a customer and to make a sale. In the past, and even today in the average business enterprise, salespersons decide what should be done in selling, and as a result habits are formed. People cling tenaciously to their habits. Salespersons usually refuse to be shown better or more efficient ways of making sales, declaring that their own are good enough for them. The old way of allowing salespersons to choose their own meth-

ods of handling customers and of making sales should be discarded on account of its inefficiency, and there should be adopted and used in every business house efficient methods, previously determined by the management.

Results from Right Way of Handling Customers.—The efficient way of handling a customer makes a sale with the least expenditure of time and effort, and at the same time gives complete satisfaction in services rendered and in goods received. Every customer should be satisfied. The success of a business depends upon satisfied customers. A sale does not end with the passing of goods but is in operation as long as the goods are in use. If at any time in their use, it is found that they are not what they were represented to be, dissatisfaction follows, and the sale is lacking in complete satisfaction. Satisfaction is necessary to guarantee not only the return of a customer, but the likelihood of bringing friends who may become permanent customers. The great need is to make managers realize the importance of having all members of a salesforce handle customers in an efficient way.

Determination of the Efficient Way of Selling.—The only way to determine the efficient way of making a sale is to ascertain it by scientific investigation, because if it were not so ascertained, difference of opinion would exist as to its efficiency. Knowledge is the one chief essential to find the efficient way. The manager should make a thorough investigation of the goods to be sold, and ascertain the efficient way of selling them. There should be a clear understanding of what is to be done in the making of sales, and nothing left to guess. The efficient way of handling customers, and of making sales should be ascertained by the manager, developed in the salespersons, and insisted upon in making all sales.

Ignorance of Selling Methods in the Average Business.—The average salesperson in handling a customer imagines

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that he or she knows all about what is best to do, and scoffs at the intimation that there might possibly be a better and more efficient way of doing it. Let a manager carefully analyze the selling methods used in his business and he will find that the great majority are inherited from the past and slavishly adopted from observing others, and that little knowledge exists as to whether or not they are the best to make sales and to satisfy customers. With no uniformity of methods in selling like goods, and little or no knowledge of what is required, there is no ground for forming any opinion as to the efficiency existing in a selling force.

The Standard Method Based upon Knowledge.—There is an efficient way to make a sale and an inefficient way. The efficient way brings the greatest number of sales and the greatest number of satisfied customers, and is founded upon knowledge, while the inefficient is based upon guess and chance. The efficient way of making a sale may be called the standard. The nearer every member of a salesforce approaches the standard, the greater will be the number of sales and the greater the efficiency of the salesforce. The aim of every manager should be to have every sale in his business enterprise made as nearly as possible according to the standard which has been determined by careful investigation and research. The old style did not pay any heed to ascertaining the efficient way, while efficient salesmanship finds the efficient, and insists that all sales shall be conducted according to its demands. When sales are made according to efficient methods, the selling of goods is conducted on knowledge rather than by guess. Efficient salesmanship utilizes to the fullest extent the valuable experience of the past. A science of salesmanship takes the place of the old rule-of-thumb methods. A substitution of exact knowledge is made for guesswork. Sales increase and business expansion follows.

Essentials for Efficient Salesmanship.—The efficient way

demands that the salesperson shall know how to take every step with a customer, and why it should be done. There should not be any hesitation as to what is the next best thing to do. Ask the old-time salesman to outline carefully a plan of sale, and why each step should be taken; he is bewildered. Salespersons should know what are the essentials to arouse interest, and make themselves familiar with these essentials, and not at any time be in doubt as to what should be done next. They should know the best selling points about their goods, should be able to express them in strong, forceful, simple language, and to judge which are best to use to arouse in a customer a desire to buy. They should be able to read at a glance the essential characteristics of their customers, know what to do, and what arguments to use in order to create the best impressions toward their goods, and to arouse in a customer's mind interest and desire to possess.

The Critical Stage in a Sale.—The conversion of desire for an article into a sale should not be shrouded in mystery, but a salesperson should know when the desire to possess has been reached, and the proper moment when suggestion will make a sale. This is the most difficult and intricate stage in selling, and one where knowledge and not guesswork is absolutely necessary. Efficiency in salesmanship demands that every sale should be based upon knowledge. As before stated, it is obtained when a sale is made—and a satisfied customer is obtained—with the least expenditure of time and energy.

The Responsibility of the Manager.—Managers leave too much to the salespersons and take too little responsibility upon themselves. The salespersons in the average business enterprise have little or no knowledge of efficient methods of handling customers and of making sales, and yet the responsibility of making as many sales as possible to satisfied customers is put up to them. Efficient selling is busi-

ness-building, and is based on the greatest number of sales to the greatest number of satisfied customers. A large number of sales may be made, but many customers may feel that they have been taken advantage of and will not return. Such sales are not business-building, and lead eventually to business-wrecking and failure. Salespersons are allowed to make sales and to follow their own methods. It is the work of the manager to discover efficient methods of handling customers and of making sales, and to train salespersons in these. Responsibility should be taken in a large measure from the salespersons, and placed upon the manager, where it properly belongs.

The Goal in Every Business.—To discover efficient methods of selling is of little use unless they are adopted in a salesforce and consistently followed. The ideal condition is to have every article in a business enterprise sold by a salesperson adapted and fitted by nature and by training to sell the article in the most efficient manner. This should be the goal in every business, and the nearer it is approached, the greater will be the number of sales and the greater the selling efficiency obtained.

QUESTIONS

1. What is salesmanship?
2. Show that salesmanship is indispensable in every business.
3. What are the requisites of a complete sale?
4. Name and explain the different classes of salespersons.
5. What do we mean by saying that salesmanship means selling goods at a profit?
6. Show that theoretical principles underlie efficient selling.
7. What are the essentials for efficient salesmanship?
8. Show that selling methods should be investigated as phenomena in the field of science.
9. How is efficiency applied to selling?
10. What is the responsibility of the manager in selling?

importance of physical and moral training?

12. Show that efficient salesmanship is based on knowledge.
13. Why did business men formerly object to the application of scientific study to business?
14. Show that efficient salesmanship is as important to the small retailer as to the large departmental store.
15. Show that efficient salesmanship is a science.

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CHAPTER III

PERSUASION AND CONVICTION

Conviction and Persuasion in Selling.—The art of salesmanship consists in producing in customers a belief in the ideas which salespersons wish them to accept, and in causing action in the purchase of goods. The aim, therefore, in presenting arguments in behalf of goods is not only to induce customers to accept the salespersons' opinions and beliefs, but to induce them to act in accordance with these opinions and beliefs.

The Two Fundamental Elements in Presenting Arguments.—The successful presentation of arguments is composed of two fundamental elements. The first is conviction, and depends for its effectiveness upon reason. The second is persuasion or an emotional appeal to customers. Reason is the guiding and emotion the moving power. The aim of arguments is to convince customers that certain facts about goods are true, and to persuade them to act in accordance with the feelings of the salesperson. Therefore, in order to make a customer act as a salesperson wishes, both of these elements, with rare exceptions, must be present. The arguments for a successful sale must be of a twofold nature: they must contain an appeal to the intellect, and one to the will, or in other words they must contain both conviction and persuasion. Through the force of pure reasoning salespersons may make customers see that statements concerning goods are true, but it does not follow

that they have made the customers believe that they should possess the goods and act upon this belief.

Reasoning the Basis of Conviction.—Reasoning is the basis of conviction, and is a simple process. To reason is to state important facts in support of goods. Effective reasoning is stating the arguments in support of goods so that customers cannot but believe them.

Presentation of Arguments.—In presenting selling arguments, effectiveness is the goal. Arguments should be so presented to be convincing singly, and so grouped to be most effective in combination. The two chief objects in arguments are to convince a customer that a contemplated sale will promote his interests, and to urge upon him ideas which arouse a controlling impulse to buy. There are four distinct processes in the effective presentation of arguments: (1) salespersons must find out what they wish to establish; (2) they must gather the materials needed for the proof; (3) they must arrange these materials in the most effective manner; (4) they must present them in good form.

Choice of Ideas to Be Conveyed.—The first process consists in choosing those ideas which salespersons wish to make their customers believe. Salespersons cannot hope to influence the beliefs of others unless they first have in their own minds exact ideas of the conviction they wish to make, and a clear opinion of the selling points which they must urge to carry this conviction.

Selection of Selling Points.—The second process is selection; that is, the selecting of those selling points which carry buying conviction. Salespersons should use with each customer a small number of selling points. Success depends in a great measure upon tact and good judgment in choosing for use those selling points which will appeal most strongly to the minds of the customers whom they seek to influence.

Arrangement.—The third point is the arranging of the selected selling points in such a way as to secure the maximum effect upon the belief of customers. Selling points cannot be presented effectively and forcibly except as they are brought into proper relation with each other. The arrangement should be such as to give a single unit of force. All selling points presented should work together, each enforcing the other and all working toward conviction in favor of the goods. In arranging selling points, salespersons should pick out those which are the most important and make them stand out above the rest.

Proper Rhetorical Form for Selling Points.—Lastly, effective presentation demands the presenting of selling points in proper rhetorical form. Selecting selling points and properly arranging them demand a many-sided skill. The selling points should be arranged in proper sequence. The statement of a selling point is often not sufficient to carry conviction, and it is necessary to supplement it with other evidence. Each selling point should follow logically from the one preceding in such a way that a single line of reasoning runs throughout selling points and evidence. Customers should never feel that they are picked up and carried along and then dropped at the whim of salespersons, but they should be aware of being led easily and firmly along the most natural path of reasoning.

Emphasis and How Placed.—Emphasis, when properly placed, is a prime quality in presenting selling points. Some selling points are more important than others, and emphasis distinguishes between them. The emphatic places are the introduction and the final stage of a sale. At the beginning, customers are expectant and critical, and first impressions are always lasting. The most important place is at the end, when a customer has been led successfully to desire to possess, and needs only the final word or suggestion to make the purchase.

Work of Persuasion.—The ultimate aim in selling is to make customers believe and act as salespersons desire. This can be done only through the medium of the will. It is the work of persuasion to establish a connection between the will and the ideas communicated to the intellect in the selling points. The moving power of the human will is emotion, so that persuasion is an appeal to the emotions. The emotions must be aroused to such a degree that they will move the will. Persuasion requires and calls forth the whole force of salespersons. They must bring into practice grace of person, bodily vigor, pleasing voice, memory, choice of words, logic, style, imagination, and personal influence. Action in sale demands that reason and emotion be brought together, and results from union of the two.

Prerequisites.—Two essentials are necessary to cause persuasion, namely, knowing what are the emotions to appeal to, and knowing how to make the appeal. The chief requisite for the first is a knowledge of human nature. Salespersons must know how people in general think and act, and must be able to discover the nature and the temperament of each customer. The attributes in salespersons which are most effective in making an appeal are sincerity, simplicity, modesty, self-control, and sympathy.

Sincerity.—No customer will be persuaded by a salesperson who he thinks is trying to deceive him. Enthusiasm in customers can be aroused only by enthusiasm in salespersons. Belief in goods is aroused only by belief in the earnestness and the sincerity of salespersons. To impress customers with sincerity, salespersons must be sincere. Sincerity is a requisite for confidence in a salesperson, and when confidence is once won a sale is two-thirds made. To feign sincerity is almost impossible. Salespersons cannot make persuasion of the highest type of effectiveness, unless they honestly and sincerely believe what they say, and feel the emotion which they would arouse.

Simplicity.—The second demand of persuasion is simplicity. This shows itself in a salesperson's bearing, manner, tone of voice, appearance, directness, apparent naturalness of language, and in the absence of affectation and mannerisms. What is natural to a salesperson is not always effective, but what is affected for an occasion is never effective. Clothes, appearance, voice, and salespersons themselves are mere means to an end, which is the conveyance of convincing thought.

Modesty.—The third requisite is modesty. This does not mean an attitude of subservience or self-suspicion. There is such a thing as false modesty which is a serious handicap to every salesperson. Self-confidence and manly courage are perfectly consistent with every attribute of real modesty. True modesty simply requires that salespersons should not make themselves more important than their goods. Customers will accept leadership but will rebel against dictation. They are quick to notice any assumption of superiority, and will soon go elsewhere. Modesty in word and action is indispensable. Anything which savors of egotism creates opposition. Haughtiness, self-esteem, condescension, have no place in efficient salesmanship. On the other hand modesty must not be carried to the point of affectation, as this is an attitude which is resented by customers.

Self-control.—Self-control is a fourth requisite. Behind their most sincere and earnest pleas, salespersons must have reserve force. There should be sufficient self-control to make customers believe that the salespersons' convictions are the result of calm and vigorous thinking. Salespersons should be able through self-control to keep their emotions in check, and should remember that every time temper is lost there is usually the loss of a customer as well as the loss of a sale. Self-control assists persuasion through enabling salespersons to master difficult situations. Salesper-

sons cannot foretell all the conditions which they may be obliged to meet, or all the annoying happenings which may occur. They must be master of every situation which arises, and to be master of any situation, salespersons must first be masters of themselves.

Importance of Sympathy.—An important qualification of the persuasive salesperson is sympathy. The basis of the whole art of persuasion is a knowledge of human nature as sympathetic as it is wide. Salespersons who know men and women realize unconsciously what emotions they may appeal to in customers, and how to appeal most effectively to them. They know that customers are willing to be led, but never willing to be driven. They take customers into their confidence, put themselves in their position, and select those selling points which are closest to their interests. Salespersons should cultivate the habit of getting the point of view of customers. They should be able to read the strongest emotions of customers, and adapt their methods and selling points so as to make the strongest appeal to these emotions.

Appeal to Dominant Emotions.—The strongest form of persuasion is direct appeal to the dominant emotions. If salespersons can find some common ground on which to meet customers, some emotions through which they may be moved, sales are more than half made. The methods of pure reasoning are the same the world over, but persuasion is different. Emotions are different in each person, and salespersons should be able to select the dominant emotions in each customer. Selection should be made with the greatest care, and then the appeal in behalf of goods should be driven home with all possible force. Salespersons should be modest, sincere, and appeal to strong emotions.

Construction of Arguments.—Salespersons should know what arguments to present to make the strongest appeal, and these arguments should be constructed in the way to

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carry the greatest force. Arguments should not only be logical, but appear logical. They should be chosen and constructed with the specific purpose of producing an intended effect upon the customer. Style is therefore a necessary aid. Every argument should possess the style that will cause it to make the most forceful impression. Style is the argument presented with all its force and completeness. Salespersons are required to put all possible earnestness and sincerity into their words. They can obtain good style by imitating that of others, but it must be the natural expression of their own personality.

Selection of Words.—The selection of words in which arguments are expressed is important. Arguments should be clothed in clear forcible words. The meaning of an argument must be plain, because if customers do not grasp it as it is spoken, it is useless. Arguments should be expressed in such a manner that no doubt exists with customers as to the meaning which salespersons wish to convey. Many salespersons do not do this, and express their arguments in language which is not understood by customers.

Clearness.—A most important quality of style is clearness. It is absolutely necessary for salespersons to make every argument clear, because customers seldom take the trouble to think out exactly what arguments are intended to convey. Salespersons should realize that the purpose of an argument is to carry conviction in favor of goods, and that cannot be accomplished, unless its full meaning is understood by customers.

Simplicity of Expression.—Simplicity of expression is of the greatest importance to clearness. The simplest words and short sentences should be used. Concreteness is required, as general statements about goods make little impression upon the average customer. Concreteness not only makes arguments clearer but also gives force and vigor to the thoughts presented.

Force.—Force must pervade the presentation of arguments which aim to arouse action. Arguments should be presented in an impressive manner. If salespersons do this, they create keener interest in their goods, and bring to the minds of customers a more vivid realization of the importance of their arguments. Salespersons must determine the most important selling points of their arguments, and aim to give emphasis to them alone, because every selling point cannot be emphasized. The force of arguments depends in a large measure upon the proper use of emphasis, or the means by which attention is called to the importance of any part of an argument, or to certain arguments.

Ability to Analyze Goods.—A faculty of mind which must be developed in every salesperson is the ability keenly to analyze goods. Upon the success of analysis, efficient selling chiefly depends. Salespersons cannot train themselves too carefully in analysis. The power to analyze keenly and correctly is a fundamental in successful selling. This is true because analysis shows the selling points which may be used most effectively in making sales.

Benefits of an Analytical Mind.—The chief selling points of any kind of goods cannot be discovered without a thorough knowledge of the goods. Analytical power of mind is absolutely essential not only in choosing the selling points of the greatest importance, but in associating with each the facts that are necessary to emphasize its importance most forcibly. It discards trivial matters and details which are of little consequence. Many salespersons occupy the time of customers in giving non-essential details about goods which are of no interest, instead of making use of those selling points which give interest and carry conviction. Every salesperson should be able to choose the important selling points which, when properly presented, will make a sale.

Importance of Assimilation.—The assimilation of the

facts necessary for forcible presentation is an important consideration with every salesperson. This is the process by which salespersons take the facts gathered from all sources and make them thoroughly their own. The mere memorizing of facts and selling points and using them without change of form is disastrous. They will be a mere jumble of facts, and will lack conviction and persuasion. From the facts gathered and assimilated, the selling points which are to be used in the presentation of the goods must be chosen. When salespersons have ready at hand all the essential selling points, and possess a knowledge of human nature, they will be able to pick out those which will be the most effective with every customer. A salesperson having carefully assimilated selling points will be better able to present them in the most forcible manner. The manner of presenting the same selling points will vary with every customer, and success depends largely upon the ability to read the character of the customer, and tell what selling points to use, what method of presentation will be effective, and in what words to clothe selling points to make the greatest appeal. The wording of selling points to a farmer and to a clergyman, in order to carry the greatest weight, will necessarily be different. The ability to choose selling points and to present them so as to make the greatest effect depends chiefly upon their proper assimilation.

Importance of Evidence.—A careful analysis of goods reveals the chief selling points. The next important step is proving, through producing evidence, the truth of selling points. Evidence consists of facts by which the truth of a selling point is proved, and a selling point is not proved until sufficient evidence has been produced to establish it. Salespersons must establish their selling points by producing evidence in their support. The selection of the proper evidence to prove each selling point requires careful study of the goods, and keen analytical power of mind.

How to Present.—All irrelevant matter must be discarded, as petty details and irrelevant matter distract the attention and weary customers. Only important facts should be selected to drive home each selling point, and these must be carefully mastered and assimilated. The facts to use will depend upon the customer, because what will appeal in one case will not in another. The ability to size up customers and select the selling points and evidence which will be most effective, and to present them in the most effective way is a valuable asset with every salesperson.

The Number of Selling Points Necessary in Sale.—The question naturally arises: what is the number of selling points and what evidence is required to make a sale? The number of selling points and the amount of evidence vary with customers. The salesperson must know the importance of each selling point, and the evidence necessary to make the strongest appeal to each customer, and this is only possible through knowing the customer's prejudices and strong emotions, which can only be obtained through the application of the principles underlying human nature. The number of selling points, their character, and the amount of evidence necessary to drive them home are determined in each particular case by the salesperson's own judgment. It follows that sufficient selling points and evidence must be produced to satisfy the mind of the customer. These vary with each customer. The proper choice of selling points, and the evidence to bring action in sale must be decided by the salesperson, and the ability to do so is a most valuable asset in selling.

Different Plans for Each Sale.—No two sales are made in exactly the same way. Each demands a separate and distinct line of action. There must be with each customer a distinct and well worked out line of attack. Decision as to this attack must be made quickly, and is made through read-

ing the character of the customer through outward signs, expressions, and features. Salespersons should have stored in their minds a large number of selling points and the evidence to drive them home. Reading the important characteristics of customers, and knowing how people act and what will cause action, they should decide quickly the selling points to use, their order, and the evidence necessary. Every step taken should be based upon knowledge, and nothing left to guess or chance.

The Well-organized Plan.—A well-organized plan of sale enables a salesperson to present in every case selling points and evidence in logical order, to indicate the relation which evidence bears to the selling points, and to give unity and coherence to the plan of sale.

Requirements for Proper Appeal.—Salesmanship in bringing conviction, persuasion, and action makes many demands upon every salesperson, of which the following are the most important: (1) the power to command feelings, and to keep the mind healthy and active; (2) the ability to analyze goods and to pick out the important selling points; (3) the ability to find reasons why customers should buy and to present selling points in the most forceful manner; (4) the power to state selling points and evidence with that tact and diplomacy which convince, persuade, and bring action in sale; (5) the power to persuade as well as to convince; (6) the power of clear and forceful expression. The presence of these qualities is a requisite for efficient salesmanship, and their development should receive special attention from salespersons and manager.

QUESTIONS

1. What are the requisites for conviction?
2. What are the essentials in the selection of selling points?
3. Why is it necessary to have proper rhetorical form for selling points?

4. What is persuasion? Give its work in selling.
5. How is simplicity shown?
6. What is the importance of modesty in selling efficiency?
7. What is the place of self-control in persuasion?
8. What is the place of sympathy in persuasion?
9. Why is it necessary to appeal to the dominant emotions?
10. What is the importance of the ability to analyze goods?
11. What is assimilation? Give its importance.
12. What is evidence?
13. What care should be taken in the selection of evidence?
14. How many selling points are necessary in a sale?
15. Outline a well-organized plan of sale.

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CHAPTER IV

THE SALE

The Six Steps of a Sale.—The mind of a customer in a sale must be carried through six stages: (1) the introduction; (2) the salesperson must attract attention to goods, because a sale cannot be made unless attention is first obtained; (3) interest must be aroused in goods; (4) interest must be intensified and converted into desire to possess; (5) the desire to possess must be converted into decision to possess; (6) this decision to possess must be converted into actual possession or sale.

The Same for All Goods.—These stages are gone through in the mind of every customer if a sale is made. It matters not whether a customer is buying a knife or an automobile, the mind passes through these various stages. Sometimes the passing from one to another is rapid and not noticeable, yet the stage is always touched.

The Introduction.—The first stage in every sale is the introduction. The first approach of a customer is of great importance to a salesperson. It is at this time that the customer should be sized up, and decision made as to the plan which will be most effective. A salesperson must act in a definite and positive manner in order to inspire confidence.

Importance of First Impression.—The first impression that a salesperson makes upon a customer is usually a lasting one, and pains should be taken to make this as favorable as

possible. A languid face behind the counter has driven many customers to other salespersons. The whole appearance, from the hair to the shoes, counts with a salesperson. Appearance, bearing, voice, manner, courteous greeting, and evidence of a sincere desire to please assist in making a good impression.

How to Make It.—The first few words, with proper facial expression and appearance, are responsible for many sales. An appearance of cordiality attracts all customers and puts them in the right frame of mind to receive ideas. This gives the most favorable opportunity for the efficient presentation of selling points and evidence. The object of the introduction is to attract favorable attention. Every salesperson during this stage should size up the customer and decide what plan of sale will be adapted to the customer's temperament and character.

Attention Directed to Goods, Not Salesperson.—Salespersons require the attention of customers. Efficient salespersons learn as soon as possible what customers want, and then try to concentrate attention upon goods. They withdraw as much as possible from the transaction, and allow the whole attention of customers to be concentrated upon the goods. How to get the attention, and how to keep it, are important problems in selling.

• **Importance of Willing Attention.**—Natural attention requires no effort of will to bring the mind to bear upon the subject in hand. The human mind, when not engaged in some definite object, attends without effort to every marked change in the circumstances which surround it. To things and ideas that meet customers' approval, they give their attention willingly, but if they are displeased or bored by any happening, they give their attention unwillingly. The chief object of the introduction is, therefore, to please in order that attention may be given willingly.

Spontaneous v. Fixed Attention.—When a salesperson

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first faces a customer, the former attracts the spontaneous attention of the latter. The problem which now confronts *the salesperson is to open the conversation by saying something which will turn this spontaneous attention into fixed attention.* Frequently a sale hinges upon the first few words of the salesperson in the introduction. These words are golden in salesmanship, and every salesperson should exercise the greatest care to see that the opening words of the conversation forcibly assist in changing spontaneous to fixed attention. Fixed attention is that attention which will willingly follow the selling points and evidence which a salesperson has to present. If the introduction is properly made, fixed attention will be the result, but if not, the attention quickly becomes indifferent.

Indifference.—Indifferent attention is not given willingly, but is assumed because for the moment there is nothing left to do but to listen to the salesperson. The customer does not wish to be rude through leaving abruptly when the salesperson is trying to interest. A customer often appears to be listening when the mind is wandering to some other subject. Many salespersons fail because they are unable to convert spontaneous into fixed attention. After a few words a customer grows indifferent and all chances of a sale are lost.

How to Change Spontaneous into Fixed Attention.—The salesperson, in order to change successfully spontaneous into fixed attention and maintain it, should be able to size up customers at first approach and discover their natures, temperaments, and requirements. Second, they should thoroughly know their goods and be able to choose those selling points which will forcibly appeal to customers. Third, they should know at first approach how to greet customers and how to handle them so as to increase attention and convert it into interest in goods.

Interest.—Sustained attention should lead to interest in

goods. Customers should be carried through attention to interest. Attention and interest are not, as many believe, the same. Attention may be obtained and no interest aroused. The holding of attention and the arousing of interest test the skill of salespersons. Interest not only should be aroused but should be sustained.

Meaning.—The question may naturally be asked: What is interest? Interest is defined as emotions or passions excited in behalf of a person or thing. Interest, therefore, expresses mental excitement of some kind. It must be aroused before action takes place. Interest steadies and stimulates thought, and puts the mind in a receptive mood for intensifying interest and carrying it to the point of desire.

Requisites for Creating Interest.—Salespersons cannot create interest in goods unless they believe in them and are sincere and honest in the presentation of their qualities. All the requisites for efficient selling are brought into play. The character of customers should be known, and also what will make the greatest appeal. Selling points and evidence which make the strongest impression should be chosen. This demands truth of statement, and not a single fact concerning goods should be overstated or misrepresented. Any exaggeration arouses suspicion and destroys the confidence which is necessary for intensifying interest. The presenting of evidence in support of selling points in an interesting way plays an important part in arousing, maintaining, and intensifying interest. Salespersons who have the slightest doubt in their minds as to their ability to arouse and maintain interest, or that it is to the best interests of customers to buy their goods should never face customers.

Study Customers for Signs of Interest.—Salespersons should closely observe customers during the presentation of selling points to see signs of interest. Every customer, in

facial expression or in action, shows whether or not interest is aroused, and then if it is maintained. Interest is shown by various signs, as the brightening of the eyes, the relaxation of lines of anxiety or doubt in the face, the gestures of the hand in drawing goods for closer inspection or casting them away, and in asking questions about goods.

Desire to Possess.—Interest should be intensified and terminate in desire to possess. It is possible to create a keen interest in an article when it would be impossible to create in the customer a desire to possess. A salesperson may arouse in a merchant from Havana the keenest interest in a snow shovel, but that interest could never be converted into desire to possess. Salespersons should be careful not to spend their time and energy in arousing a customer's interest in goods for which it is impossible to arouse a desire to possess. They should know, by the time the stage of interest is reached, whether or not there is a possibility of converting interest into desire. In other words, is the keen interest aroused in goods which it is possible to make the customer desire to buy, or is it in goods where there is no possibility of making a sale? The selling points and evidence which carry the greatest weight have already been used, and frequently it is desirable to repeat previous selling points and evidence in order to drive home forcibly the necessity of purchase. Interest is thus intensified and leads to desire to possess.

Resolve to Act.—The desire to possess should end in a resolve to act. This is a very critical stage in every sale. Many salespersons bring customers to the stage of desire to possess, and, not knowing it, talk them out of it. Selling points and evidence have established a firm basis in rational desire. The next stage is to arouse emotion strong enough to move the will to resolve to act. In order that this may be done, there should be a strong appeal showing that it is

advantageous for the customer to gain possession of the goods..

Qualities of Wants.—The forces which influence a customer to act may be called the qualities of want. The most important of these qualities are profit, pleasure and comfort, convenience, vanity, and style.

Appeal of Self-Interest.—Self-interest is a trait of human character which should not be neglected by any salesperson. In one way or another almost every article sold may be made to appeal to the self-interest of the purchaser.

Appeal of Profit.—The strongest appeal in the large majority of cases is that of profit. This consists in showing that the purchase will result in profit to the purchaser. By showing that a spraying machine will increase the profits that may be made from a large apple orchard, a salesman has gone far toward convincing the apple grower that he should buy it. Profit may arise from the saving of time. If a machine saves the time necessary to accomplish a certain task, and this is forcibly brought out in selling points and in evidence, it makes a strong appeal to the customer who is shrewd, economical, and practical. Profit may arise from showing a saving in quantity used. Frequently, goods cause the same result with the use of a less quantity. This selling point is used most effectively with soap, perfumes, and spices. Profit may arise from a better service of goods. Service may be shown by the excellent qualities of materials used in production, by the workmanship, and by inspection during making. In machines, profit may arise from simplicity of construction in that they will require less attention in running and will give better service through less likelihood of breakage. Thus the strength of materials used and simplicity in construction are important selling points in machines. With a large majority of customers, the most forcible and strong-

est appeal may be made by showing that through purchase of goods they will profit thereby.

Appeal of Greater Convenience.—Greater convenience through their use may be made a strong appeal in the case of many commodities. If it can be shown that the purchase of a certain article will be for the greater convenience of the customer, a strong point in its favor has been made with many classes of customers. Through the application of a little ingenuity in connecting selling points and evidence with the everyday life of customers, a more intense interest may be more easily aroused, and action or purchase may be more quickly reached.

Appeal of Pleasure and Comfort.—The average customer is inclined to accept that which is pleasing and to reject that which is displeasing. Salespersons should keep interest alive through presenting selling points and evidence in an interesting manner. With some customers, the greatest appeal is that of pleasure and comfort obtained through the use of an article. This is particularly true in regard to shoes, hats, underwear, and clothes. The appeal of comfort is stronger with some customers than with others and salespersons should know when this is the case.

Appeal with the Haughty and Proud; Becomingness.—The most forceful appeal with the haughty and the proud is made through proving that goods are becoming to the users. This is true with hats, waists, dresses, ties, and clothes. Strongly emphasizing the fact that an article is becoming will not influence some customers, and the less it is done the better, whereas others are deeply interested in that fact, and it assists greatly in causing a resolve to act.

Appeal of Style.—Style may make the strongest appeal. Some people place more emphasis on style than others, but style as in shape, cut, make, color, and pattern is an important consideration with many. A young man goes into

a store to buy a pair of shoes. The chief concern to him is whether or not the shoes are of the latest shape and color. The strongest selling point with this young man is style. With another, it may be comfort, and he cares nothing about style. It would be a loss of time and boring to dwell on style. Again, with another, service or wearing qualities may make the strongest appeal, and interest is taken only in selling points putting forth wearing qualities. With some women, the matching of shoes with the dress, or whether or not they are becoming, makes the strongest appeal. Thus is emphasized the necessity of a knowledge of human nature in selecting and in presenting those selling points which will make the strongest appeal.

Conversion of Resolve to Act into Action.—A salesperson has carried a customer to resolve to act, and the time has come for action in purchase. All the time and effort spent upon introduction, attention, interest, creating desire to possess, and causing a resolve to act are lost unless action is secured through purchase. When the stage of desire to possess has been reached, the emotions should be aroused as they have not been previously, and must be stimulated to their highest tension. Conversion of desire to possess into actual possession tests the ability of a salesperson. There must be a union of customer, goods, and the personality of the salesperson into one current of thought and emotion which leads onward with greater and greater force and which culminates in purchase.

When and How to Make Suggestions.—Many salespersons have the power to arouse interest and even to carry customers through to resolve to act, but have not the power to convert the resolve into actual sale. It is a valuable attribute to know when appeal in favor of goods has made an impression and there is arising in the customer's mind a resolution to possess. At this time, a suggestion made carefully will often cause action. If a salesperson, realiz-

ing through careful observation that the point of desire to possess has been reached, will take out his sales book and say, "Will you take them home or have them sent?" "Have you a charge account?" or "Do you wish to pay for them, or shall I send them C.O.D.?" it will oftentimes bring decision. There are many customers who have the greatest difficulty in making a decision to buy. Salespersons should be able to pick out such customers, and suggestions made properly in the proper place will cause action in a sale.

Mistake of Talking Price.—Many salespersons at the final stage make the serious mistake of talking price. Price should be kept in the background, and the selling points and evidence which make the strongest appeal to the customer should be driven home. Nevertheless, a salesperson should not entirely disregard price. Customers should be studied, and the price which they are willing to pay should be known, and goods shown should be kept within this price. The salesperson who keeps price in the foreground makes a serious mistake. The efficient salesperson only makes price one of the incidental and not one of the principal elements of a sale.

Many Lack Ability to Get Final Decision to Buy.—Customers are often talked past the purchasing point because the salesperson could not recognize the psychological moment when decision to possess had been made. Many salespersons can present selling points and evidence in a masterly fashion and yet do not make sales, because they lack the faculty of drawing from the customer the direct declaration that the goods will be purchased. Every stage of a sale is based upon knowledge, and the knowledge may be acquired through careful study. Such being the case, there is no excuse for any salesperson not being able to carry a customer efficiently through the different stages to the final goal, sale.

QUESTIONS

1. Name and explain the six stages of a sale.
2. What is the importance of first impression?
3. How may attention be acquired? What is the difference between spontaneous and fixed attention?
4. What is interest?
5. What are the requisites for creating interest?
6. What is the importance of studying customers for signs of interest?
7. How may desire to possess be attained?
8. How may desire to possess be converted into resolve to act?
9. Name and explain the qualities of want.
10. Name and explain the kinds of profits and when each should be used.
11. Why is the strongest appeal often that of profit?
12. When should the appeal of greater convenience be used? When that of pleasure and comfort?
13. What appeal should be made to the haughty and proud?
14. When should appeal of style be used?
15. What is essential to change resolve to act into action?

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CHAPTER V

HUMAN NATURE

The Importance of Human Nature in Selling.—There is no study of more importance to salespersons than human nature. The more they know about the innermost thoughts and impulses of their customers, the better they are prepared to know what to do and say, in order to impress them with goods and to make sales. Customers should be properly met and properly handled, or the greatest success in selling will not be attained. No two customers are alike. Each is a special study. What will make a sale with one might not make an impression on another. The manner of greeting which would please one might offend another. Selling arguments which would make the greatest appeal in one case might pass without arousing interest in another. Suggestions which might result in a sale with one person might be entirely unsuited with another. Successful selling depends in a large measure upon knowledge of human nature, or the ability to size up customers quickly, and decide how to handle them successfully.

Read Character from Outward Signs.—The ability to diagnose a customer enables a salesperson to judge character from close observation quickly and accurately, and to tell how a customer will act under certain circumstances and what treatment will make the strongest impression in favor of goods. Every salesperson should know from outward signs what process of thinking is going on in the

mind of a customer, and if this is known, the salesperson is better able to handle the customer, and to pick out the arguments which appeal, and the manner of presenting them that will carry conviction. The signs which portray a person's character are found in facial expression, features, poise of body, bodily motions, gestures, walk, and tone of voice.

Types of Customers and How Each Should Be Handled.—

Artistic persons should be approached and handled in a certain manner. With practical people, the wearing qualities of articles should be particularly emphasized. What would appeal most strongly to the first type would not ordinarily to the second. Customers who are nervous, easily excited, and irritable should be treated with great patience. This type tests efficient salesmanship. Others are suspicious by nature, and suspect deceit and fraud everywhere. Frankness and choosing those selling points which emphasize the intrinsic value of goods are necessary to win their confidence and to make sales. Still others are refined, possessed of good judgment, and know what they want, but at the same time wish to know something about the goods bought. These latter are influenced by a courteous smile, and salespersons should show goods and present selling qualities in a true and genuine manner. They are responsive and ready to receive and weigh arguments in behalf of goods. Then there are proud, selfish customers who like to receive compliments. Subtle flattery is a prime requisite in successfully handling these people. The manner of treatment and methods of presenting arguments will be different from those used with the preceding types. Each type should be treated in a distinct way in order to make the greatest number of sales. Salespersons have to decide the type on first approach, and then methods which will bring the greatest results.

Meaning of Human Nature.—Human nature may be de-

defined as an intuitive perception of human character by the form, size, color, expression, and motions of persons. The fundamental principles of human nature are always the same, today as a hundred years ago. Many salespersons complain that customers are exceptions to the fundamental principles. The principles are the same, but the trouble is that salespersons are not able to diagnose customers and interpret human nature. Frequently, a salesman blames the loss of a sale to the peculiarities of a customer, not realizing that it is his fault in not being able correctly to read the customer's character.

The Crucial Point in Handling People.—The difficult task after the general principles underlying human nature have been mastered is to know accurately how to apply the principles to individual cases. This is the crucial point of success in handling people. It is the power which allows salespersons to handle customers in the most successful way, and to pick out selling points and present them in a way that will make the greatest impression. It places the treatment and the handling of customers on the basis of knowledge, through eliminating guess and chance.

Reading Character Is No Mystic Art.—Many salespersons can give *Sherlock Holmes* pointers in reading character from external appearances. The ability which at times shows itself as a rare skill of reading a person's characteristics from an examination of external appearances is not a hereditary virtue, but one which work and study will give. In the power of reading character from appearance, there is no miracle of mystery. The only requisites are a closely observing mind, and the ability to apply the principles of human nature.

Human Nature Is Always the Same.—Human nature is always the same, and people will act the same under like conditions. Salespersons must realize that the fundamentals are always the same with all customers, and that a

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large measure of their success depends upon the application of these principles to the individual customers they serve.

Indices of Character.—Salespersons, in judging character from the face, must remember that the whole face must be considered, for weakness in the upper part may be counterbalanced by a firm mouth and chin. A complete character cannot be read from a single feature. Voice, walk, gestures, attitude, handwriting and hand-shaking are indices of traits of character, of physical and mental conditions.

Three Types of Character.—Scientists divide individuals into three general types, each of which has many subdivisions. Salespersons, in order to read readily the character and temperament of different customers, should know these three great primary divisions. These types are the motive, the vital, and the mental.

The Motive Type.—Persons of the motive type have oblong faces, high cheekbones, large bones, and bodies showing a tendency towards angularity. The neck is rather long and set up on broad shoulders, while the chest is moderate in size and fullness. The figure is usually tall and striking, but not elegant. The limbs are long and tapering. The muscles throughout the body are well developed, and the features in general are strongly marked. Firmness of texture characterizes all the organs of the body, and indicates great bodily strength, much action, and great capacity for work. This is the American temperament, and the leader in American business activities. Members of this type possess great capacity for perception and conception. They are firm, self-reliant, and persevering. Such people do not want to be troubled with details. They quickly become impatient if required to tarry or wait. Salespersons waiting upon them must keep themselves keyed to a high degree of nervous tension. They must be on the alert and move rapidly. Customers of this type, to

be impressed with goods, must be shown that they are adapted to their particular use. Salespersons should avoid details and concentrate their thoughts upon those selling points which bring out the uses and the services for which the goods are required. Keeping a customer waiting while looking for goods, or taking up a customer's time with unnecessary talk causes impatience and often leads to the loss of a sale. Rapid action is what is called for, and arguments must be used which give not only the practical uses of goods but those qualities which guarantee service.

The Vital Type.—The name vital is given to the second type because of the preponderance of the vital or nutritive organs. The face inclines to roundness, and is strong but not so markedly as with the motive type. There is breadth and thickness of body, or a tendency to rotundity. The neck is rather short and set upon broad and rounded shoulders. The chest is full and the abdomen is well developed. The arms and legs are tapering, usually terminating in relatively small hands and feet. The complexion is usually florid, and the countenance cheerful. Customers of this type are impulsive, enthusiastic, cheerful, and lovers of fresh air and exercise, but frequently very changeable and fickle. Salespersons can easily lead them. They love cheerfulness and will turn away from morose and sober-minded salespersons. They are often changeable and may be easily turned to a competitor—for the sake of a change, if for no other excuse.

The Mental Type.—The mental type derives its name from the great activity of the brain and nervous system. The head is relatively large as compared with the body. The face is oval, with a high, broad forehead. The features are delicate and finely chiseled. The neck is usually slender, and the chest shows moderate development. The eyes are bright and expressive. The whole figure is delicate and graceful. Customers of this type think deeply and

quickly. They possess refined feelings, have excellent tastes, and possess great love for the beautiful. They have great vividness of conception, intensity of mind, and lively imagination. They represent what may be called the artistic type. The whole nervous system is highly developed, and as a result there is a tendency to nervousness, irritability, and fickleness. Customers of this type quickly grasp selling points, and wish to delve deeper in order to discover the reasons for statements made concerning goods. Facts must be given, and often it is necessary to bring forth much evidence. Thorough knowledge of goods is absolutely necessary, and confidence can be gained only through this knowledge. If questions are asked which salespersons cannot answer, lack of confidence will often arise, and frequently sales will be lost. With these customers, the requisites are for salespersons to know their goods thoroughly, and to be able to express their selling points in correct and forcible English.

Signs of Each Type in Customers.—The types are found in many combinations. It is a rarity to see a person showing the marked characteristics of one type to the exclusion of the other two. The great majority of people have marks of each, with a preponderance of one over the others. The fine art of sizing up customers lies in the ability to weigh correctly each manifestation of character and to know what will serve to counterbalance its force. All manifestations of character should be considered, the strong weighed against the weak, and the dominant characteristics discovered.

An Evenly Balanced Brain.—Space will permit the giving of only a summary of the chief marks of character which every salesperson should know. When a customer is approaching, a salesperson should glance at the ears and notice their position on the head. Animal propensities are situated at the base of the brain, back of the ear, and

the intellectual faculties lie forward of the ear and comprise the forehead. For the evenly balanced brain, the head should be two-thirds forward of the ears, and one-third back. In other words, there should be two parts of intellect to one of animal, as the intellectual should control the animal. A glance allows a salesperson to estimate the intellectual caprices of a customer.

Method of Handling a Selfish Customer.—A wide and round head indicates strong animal and selfish propensities. If a man who is very broad between and just a little above the ears approaches a salesperson, it should be known at once that the customer is selfish. Considerable tact should be used in leading the customer and in making him feel that he is getting his own way. Such a customer cares naught for anything except his own interests. He may be impertinent and inconsiderate. It tests the ability of a salesperson to carry successfully through to sale a selfish, inconsiderate person. On the other hand, a narrow head indicates a corresponding lack of selfishness.

Shape of the Head Indicates Character.—A head projecting up at the crown indicates an intense spiritual nature, and a person with pride in character. Such a person is moral and thoughtful, and is easily reached through an appeal to the better nature. A flattened crown, on the other hand, denotes want of ambition, energy, and aspiration. A head, high, long, and wide upon the top but narrow between the ears, indicates causality, moral virtue, and practical goodness, while a low and narrow top of the head spells deficiency in these qualities. A head wide at the upper part of the temple indicates desire for personal perfection together with love for the beautiful, while narrowness in this region denotes want of taste and much coarseness in feeling. A fullness from the ridge of the nose upwards indicates excellent practical judgment of matters, their qualities, relations, and uses, love of knowl-

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edge, good powers of observation, and great sprightliness of mind.

The Face an Index to the Mind.—The human face is the most interesting thing in the world. From observing the faces of customers, salespersons should be able to read their thoughts and feelings. The human face has often been called the index to the mind. People for centuries have studied the face and its expression, and have been influenced by it, without having any science or rules to guide them, or any means of explaining it. Salespersons should note on the approach of a customer the most expressive and characteristic features of the face. There must not be any attempt to read character by looking at only one feature, as every part of the face, however insignificant, has its share in forming the disposition of the customer.

Expressive Centers of the Face.—The two great expressive centers of the face are the eyes and the mouth. The first best expresses the degree of intelligence, and the second, the force or the feebleness of the will. A stupid face has relaxed muscles, a half-open mouth, often one eyebrow higher than the other, and a vague and uncertain look which is directed to no definite point. On the other hand, a sharp nose, sharp eye bones, a sharp chin, and the whole expression denoting sharpness of form, indicate shrewdness, acumen, and subtlety.

The Eye an Indicator of Character.—The eye is an indication of character which should receive careful attention. It is a most faithful interpreter of intelligence. Its most striking characteristics are the expression, form, position, color, and the special arrangement of eyebrows and eyelashes. Dark brown or black eyes indicate an impetuous temperament capable of great extremes of feelings. Gray and light blue eyes denote calmness, intellectuality and self-control, while hazel eyes are said to be indicative of

intellect, agreeableness and love, as well as hastiness of temper and fickleness.

Prominent v. Deep-set Eyes.—The manner in which the eyes are placed in their sockets should be noted, as whether or not they are prominent or deep-set. There is more shrewdness and keenness of observation in deep-set than in prominent eyes. Deep-set eyes indicate a determined, selfish, and stubborn person, while bulging eyes denote a person of culture and refinement.

Traits of Character Told by the Eyes.—Persons with large eyes think rapidly, while with those with small eyes, the reverse is true. Eyes which are large, open, and clearly transparent, and which sparkle with rapid motion under sharply delineated eyelids indicate quick discernment, elegance, and taste, but also irritability and pride. Small, sparkling black eyes under strong black eyebrows, if accompanied by a jesting mouth, denote a cunning person, but if unaccompanied by a jesting mouth they denote cool reflection, taste, elegance, and accuracy. Eyes which show the whole pupil and white below and above indicate a restless, weak, and feeble-minded person. The larger the pupil of the eye, the keener the intellect and the quicker the power of comprehension. (The rolling of eyeballs indicates unsteadiness of character.) The pupil should hold a steady central position and not move about from right to left, or up and down. Eyes which shift and do not steadily gaze at you denote deceit. (Persons of strong will power and honesty of purpose have at all times perfect control of the eyes. They can look you calmly in the eye, or they can as easily turn their gaze away.)

Eyes Close Together and Far Apart.—Eyes set far apart indicate a broad mind, and one that will be able to grasp large problems, while eyes set extremely close together indicate narrow-mindedness. Small, deep-set eyes close together denote craft and cunningness. Eyes, if sur-

rounded with a great number of small, long wrinkles when they appear cheerful, show weak will power and feeble-mindedness.

The Eyebrows as Signs of Character.—The eyebrows tell many characteristics. Those which are horizontal, clear, and full indicate understanding and coldness of heart. Eyebrows situated a distance from the eyes are signs of weakness. Persons with raised eyebrows lack perception and practicability. The nearer the eyebrows to the eyes, the more serious and profound is the person. Strength and firmness are lost in proportion as the eyebrows are distant from the eyes. Narrow, straight eyebrows indicate poor practical judgment in matters and things. The thick, roof-shaped and overshadowing eyebrow, with no luxuriant bushiness, is always a sign of sound and mature understanding. When the hairs of eyebrows are fine and all turn one way in an even, straight manner, it indicates a calm and placid temperament, but when the hairs are bushy and stick out in all directions, the person is irritable and possesses a hasty temper. When the line of the eyebrows sinks in the center, it indicates jealousy. Small weak eyebrows with little hair, and eyes with long, concave eyelashes curling upward, indicate a feeble constitution and a phlegmatic weakness of mind. Thus many traits of a person's character may be read from eyebrows.

The Forehead an Indicator of Intelligence.—After the eye, the forehead is the most favored indicator of intelligence. Lavater said that he considered the forehead the most characteristic part of the face. Mantegazza summarizes his observations as follows: (1) the forehead is elongated in proportion as the mind is destitute of energy and elasticity; (2) in proportion as the forehead is narrow, short, and squat, the character is concentrated, firm, and solid; (3) round contours with no angles discover gentleness and flexibility of character; (4) absolute per-

pendicularity from the hair to the eyebrows is a sign of complete lack of intelligence; (5) the perpendicular form which slopes away insensibly above announces the reflective mind, and profound and decisive thought.

Classes of Foreheads.—Foreheads may be divided into three distinct classes: (1) the perceptive or seeing; (2) the comparative or critical, and (3) the reflective or reasoning. If the forehead bulges over the eyes, it is of the first division; if in the center, the second; and if at the top, the third. If the forehead is largest and fullest directly over the eyes which are deep-set, we have a shrewd and closely observing person. It indicates an excellent practical judgment in all matters and things, their qualities, relations, and uses. The center of the forehead is the location of the organs of memory and comparison. A forehead bulging in the center shows good critical and memory powers. If the upper part of the forehead is largest, it denotes more imagination than practical common sense.

Traits of Character from Foreheads.—A broad forehead indicates a comprehensive and analytical power of intellect, and the narrower high forehead denotes the faculty of concentration. The more compressed and firm the forehead, the more firm is the person. The more rectilinear the forehead, the more persistent is the person, while the more rounded and cornerless, the more gentle and flexible the character. A bold, high forehead indicates strong reasoning powers, while the retiring denotes less soundness but more availability of talent. The perpendicular forehead denotes keenness and narrowness, while the projecting one indicates weakness and immaturity. Retreating foreheads generally denote imagination, wit, and acuteness.

The forehead neither too perpendicular nor too retreating, and with a happy union of straight and curved lines, expresses the most perfect character and good common sense.

Wrinkles and Character.—Wrinkles in the forehead must not be overlooked. Parallel and regular wrinkles indicate wise and rational persons. Oblique wrinkles, when they are nearly parallel, or appear so, are a sign of a suspicious mind. Foreheads which are intersected in the upper part with conspicuous wrinkles while the lower part is smooth indicate dullness and stupidity.

The Nose an Indicator of Character.—The nose is important in indicating character. The higher the nasal bone, the greater the intensity and executive ability of the person, and the more energetic is he. The more the nose is made of bone, the more is the direction of the energy fixed and determined, whereas the more it is constituted of cartilage, the more does the direction of energy depend upon individual exertions. The more soft and pliant the cartilaginous part of the nose, the more unsteady is the direction of energy; while the more firm, the more steady and determined.

Traits of Character Indicated by the Nose.—The Roman or aquiline nose denotes an energetic, resolute, and ruling mind. The straight Grecian nose indicates refinement of character, love of refinement, and artistic tastes. A nose pointed at the tip shows reserve and caution, but if it droops, suspicion and intrigue. One wide at the tip denotes a trusting and confiding nature anxious to tell its own affairs. Noses much turned downwards denote natures never truly good or noble, but those which are heartless, melancholic, and ill-humored. Noses which are somewhat turned up at the tip but conspicuously sunk in at the root under rather a perpendicular forehead indicate pleasure and jealousy. Wide nostrils, with a nose wide at the end, thick and broad, gradually widening from below the bridge, denote strong powers of thought and close, serious meditation. A small, flat, and upturned nose indicates more or less weakness in intellectual power.

Nostrils.—The nostrils play their part in reading character. Large nostrils show courage, and small, fear and timidity. Long narrow nostrils indicate activity.

Classes of Mouths.—Lavater says that the mouth is the interpreter and the organ of the mind and of the heart. He divides mouths into three different classes: (1) those in which the upper lip projects over the lower, called sentimental mouths; (2) those in which the two lips advance equally, found in honest and sincere people; (3) those in which the lower lip projects beyond the upper, called quick-tempered and irritable mouths. Excessive prominence of the upper lip is frequently accompanied with scrupulousness, while a marked preponderance of the lower denotes firmness of character and obstinacy.

Signs of Weak and of Strong Will Power.—A person with weak will power keeps the mouth partly open, while an energetic person with a strong will power has the mouth always closed, often with the muscles contracted strongly and the chin thrown forward. Maximum of will power is shown by a large chin thrown forward and the mouth closed, while a weak will power, on the other hand, is shown by a small, retreating chin and an open or half-open mouth. The mouths of the weak are mostly open from the lower jaw, while self-control closes mouths and draws the lips backward.

Traits of Character Shown by the Lips.—When the lips are firm, well closed, and without constraint, the character is firm, and the person discreet and sensible. Large, well-defined, and well proportioned lips indicate pleasure or even sensuality, but they are seldom seen in bad or false faces. Very fleshy lips denote sensuality and indolence, while sharply drawn lips show anxiety and avariciousness. Very thin lips closed to a line indicate coldness, precision, and industry, and if turned upwards at the ends, vanity and affectation, but if drawn downwards at the ends ma-

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Licentiousness. Lips that turn up at the corners denote vanity and spitefulness. Those with fine regular and well defined outlines always indicate delicacy of taste. A long upper lip, if not counterbalanced by a Grecian nose, denotes coarseness of taste and lack of refinement. If the under lip and the teeth project horizontally, it indicates stupidity, rudeness, and coarseness. Disproportion between upper and lower lips is a sign of weakness, and when the lower lip hangs, there is want of firmness and decision.

Traits of Character Shown by the Teeth.—Teeth which are small, thick, and short, but not pure white, indicate vital strength, while long teeth denote weakness and cowardice. White, even teeth, not projecting, and partly but not entirely visible as soon as the mouth opens, denote good, sensible, candid, and faithful persons.

Traits of Character Shown by the Chin.—The chin is a good indicator of character. A flat chin indicates a cold and barren nature while a large, broad, and heavy one denotes usually a violent temper. The small, sharp, pointed chin indicates a little peevish nature, and the angular one denotes discretion, prudence, and firmness. A sharp indentation in the middle of the chin tells good common sense and understanding. A pointed chin signifies acuteness. A receding chin indicates weakness, while a protruding one, strength. The normal chin should be on a line with the forehead. A rounded chin without a dimple indicates a good nature, while a sharp, even one marks an obstinate person who will stand by his principles without wavering or hesitancy.

The Hair and Signs of Character.—The hair is perhaps more indicative of temper than character. Curly hair usually denotes quick perception and hasty temper. People with curly hair are usually good-natured but impulsive. They are likely to get angry about a trifle but will be over it the next moment. Red hair usually denotes a hasty

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temper. Auburn hair indicates a kind and sympathetic nature but fine auburn hair shows an excellent mind. Glossy black hair inclined to be wavy or curly indicates keen perception and usually a cautious secretive nature. A blond person is active and aggressive, but may be impulsive. A marked blond grasps selling points quickly, while it will take a marked brunette a moment or more to do so. Golden hair denotes caprice and physical nervousness. Coarse hair indicates physical strength, while fine tells of weakness of physique but usually denotes refinement.

The Fingers Indicate Character.—Character is also expressed by the fingers. Round-pointed fingers indicate persons who are sensitive, contemplative, and impulsive. Square-shaped fingers denote good common sense and self-control. People with relatively small thumbs are ruled by the heart, those with large thumbs by the head. Large thumbs indicate independence, while thin, nervous ones denote refinement and determination.

Laughter and Character.—Laughter is a sign of character which should not be overlooked. (Those who laugh easily and loudly are usually vain, stupid, and indiscreet, while those who laugh little and in moderation are prudent, loyal, and intellectual.) Noisy or prolonged laughter, if natural, indicates ordinary intelligence and light and heedless minds, with little inclination to be serious. (A frequent giggle indicates shallow thinking powers.) A quiet, natural smile, not a laugh, shows depth of character, thoughtfulness, and intensity of feeling. People who laugh heartily at trifles possess much feeling but little common sense. Those who combine rapidity with force in laughing combine them in character, while those who laugh loudly and unreservedly possess no cunning and are open-hearted in everything. People who suppress laughter for a while and then break forth have strong characteristics and possess good self-control.

Traits of Character Expressed in the Walk.—The human walk is simply the result of character. The mind is the motive power, and the walk is the result. The walk of every person is peculiarly that person's own. There are perhaps no two persons who walk in precisely the same manner. The close observer can detect at a glance each person's peculiar traits, and tell almost accurately the physical, mental, and moral qualities and tendencies of the individual. (A quick step shows an active, while a slow dragging one a stupid, inactive mind.) A short mincing step indicates a small mind. The person who takes long steps has a comprehensive mental range, while the one with a plain, easy walk is usually an unassuming person. An unsteady gait results from unreliability of character, while a light, tripping step indicates a bright disposition. A toddling walk indicates a petty and trifling character. Such people usually depend upon salespersons to decide for them in their purchases. A rolling walk shows much conceit, while a rapid, rolling walk indicates strength of purpose and self-reliance with a tendency to become overbearing. A sweeping gait is more characteristic of women than of men. It shows conceit and belief in their own superior knowledge and ability. The firm tread is only found in strong characters, and indicates reliability and resolute constancy. An intoed gait denotes closeness and stinginess as well as selfishness and low cunningness.

Proper Method in Handling Customers.—Customers should not be treated indiscriminately. No two customers are alike, and each needs to be studied as carefully as a puzzle. A salesperson should know how to approach each customer in the manner conforming to that person's individual nature. The only way to handle customers successfully is to use the principles underlying human nature. In serving a customer, a salesperson should watch for little characteristics of the person's nature, and then work in harmony

with that nature. An important question is what will appeal so as to arouse interest in goods and carry conviction in purchase. It is impossible to ascertain this without a thorough knowledge of the principles underlying human nature, and the ability to apply these principles to every customer.

Lead Through Appeal to Customer's Nature.—The sizing up of a customer should be accurate and done quickly. There should be no hesitation or doubt in what to do or say to make the strongest appeal to the particular nature of the customer. The fundamental principles underlying all human nature may be learned, but there are no set rules which may be mastered and applied to all customers. The test comes in the ability to adapt the principles to customers. Each customer possesses a nature different from all others and peculiar to that particular person. A salesperson, to be efficient, should lead through the proper appeal to that person's nature. The ability to do so comes through the power of sizing up customers, learning their peculiar characteristics, and then knowing what to do to carry through successfully to sale. The reading of human nature is of the greatest importance to salespersons and, once mastered, it becomes something which they can apply every day. The ability to look at customers and read their characters is of the greatest value to salespersons whose success depends upon their ability to lead and convince customers who come from all walks of life.

QUESTIONS

1. What is the importance of human nature in selling?
2. What are the different types of customers and how should each be handled?
3. What are the three types of character? Give the characteristics of each.

4. How should selfish customers be handled?
5. What traits of character may be read from the head?
6. Why is the face said to be the index to the mind?
7. What traits of character may be read from the eye?
8. Why is the forehead said to be the indicator of intelligence? Name and explain the different classes of foreheads.
9. What traits of character may be read from wrinkles? What from the nose?
10. What are the different classes of mouths? Give the characteristics of each.
11. What traits of character are shown by the lips? What by the teeth?
12. What may be learned from the chin?
13. What is the relation between laughter and character?
14. What traits of character may be read in the walk?
15. Outline the proper method for handling customers.

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CHAPTER VI

HEALTH

Necessity of Health for Every Salesperson.—A salesperson should have a clear brain every hour of the working day in order to present selling points in the most convincing manner. Mind efficiency cannot be obtained without a sound body trained for coöperation with the mind. Vigor of mind and of body is a fundamental requirement of every salesperson. The arguments put forth to convince customers must be forcible and energetic, and this demands a keen and alert mind backed by a magnetic, healthy body. Health is the basis of success in every phase of business activity, and it is especially so in salesmanship. Mr. E. Watts Allen, of Harrods, London, in a little book entitled "Talks on Salesmanship," says that the power to stay in the game is necessary in these strenuous times, and that no one is so capable of effective mental effort as the man who is physically fit.

Duty of Salespersons to Keep in Good Health.—Efficient salesmanship demands that salespersons keep well; that is to say, in condition for best persuading customers. Mr. E. F. Fowler, in giving advice to a body of salesmen, said that no one cares to hire an unhealthy man and few customers care to talk to an unhealthy person, and that if you are endowed with health, for heaven's sake keep it! Salespersons must look upon their physical organisms as tools, and realize that upon the state of them depends the quality

of their salesmanship. As a business asset salespersons are valuable in proportion to the number of sales made, and to the number of satisfied customers who leave them. Consequently, it is a salesperson's duty to keep in good health in order to reach the highest possible selling efficiency.

Causes of Sickness.—Mr. Edwin Björkman divides the causes which directly or indirectly produce sickness into three groups; natural, social, and personal. When the sting of a mosquito brings malarial fever, it is a natural cause. When sewage is allowed to pollute oyster beds and people get typhoid fever from eating the oysters, the cause is social. When sickness arises from overfeeding or undersleeping, or when a person sleeps in an unventilated or overheated room causing a slight exposure to bring on pneumonia, the cause is personal. The state and the municipality are responsible for protection from causes of the first and second classes, but there is needed, to make protection most effective, the heartiest coöperation of the individual members of society. Cases of the third class are amenable to our conscious influence. If care is taken in the right way and with the right spirit, they lie wholly or partly within the reach of our control. The three groups of causes overlap, so that attention should be given to all in order to obtain the greatest assurance of health.

Classes of Ill-health.—That which is ordinarily called ill-health falls under four distinct heads: fatal illness, permanent invalidism, serious illness, and minor indisposition. In the past, much attention has been given to the first, some to the second and third, but little to the fourth.

Losses from Ill-health.—Permanent invalidism or serious illness reduces a person's efficiency to zero, and is costly to business through the loss arising from introducing new members into a business organization. A real drain upon business in all of its phases is due to indisposition. Ill-health of this character causes an annual loss of many mil-

lion dollars. It is a most serious factor working against efficient salesmanship. No salesperson can appear to best advantage if suffering from a slight indisposition.

Effects of Dyspepsia.—For example, dyspepsia is not sufficient to keep a salesperson from work, yet it greatly lowers the selling qualities of the person suffering from this form of ill-health. The expression is one of listlessness which prevents facial expression from giving a really courteous welcome. There is momentary straying of attention, and the concentration of the mind upon customers and upon goods is absolutely impossible. Salespersons suffering from this malady cannot help themselves, but must do the best they can with the handicap. Professor William Sedgwick's general statement concerning the effects of sickness upon work applies with increased emphasis to salesmanship: "The man who expends his thoughts and energy upon himself and his ills, dissipates and loses his stock of energy available for other and better purposes."

Effect of Sickness upon a Selling Organization.—Until recently, it was commonly believed that sickness was a misfortune, falling upon good and bad alike, and that it affected only the individual, and perhaps a few others intimately connected with the sick person. That a slight indisposition on the part of an insignificant person in a business organization had a real influence upon business efficiency and success was not even hinted. Managers were accustomed to think that whenever salespersons suffered, they existed apart from others and exerted little or no influence upon the efficiency of the organization of which they were members. Any interest which was taken in a sick person outside of a circle of friends was looked upon as a display of generosity and not as a business proposition. During the past few years business men have made the important discovery that ill-health materially affects salespersons and business alike. To become an efficient sales-

person, and to continue as such, a person must have control of all of his faculties during every hour of the working day, and be able to concentrate his whole thought upon customers and goods. This is absolutely impossible with ill-health even in the slightest form.

Value and Accessibility of Health.—The introduction of science into business brought home to every manager the direct loss to his business arising from sickness or indisposition of members of his salesforce. This made the teaching of the laws of health and the protection of the health of salespersons and other employees a business proposition, and not philanthropy or charity. The scientific study of the laws of health revealed the fundamental value of health, and its accessibility through the intelligent action of individuals. It has also proved that health is dependent upon definite conditions, and that these are largely within the power of an individual to control. Many claim that if the simple rules of right living, which may be followed with only a little effort, were observed, half of the present sickness would be avoided. Health may still be a boon that cash cannot buy, but it can certainly, to a large extent, be bought through intelligent exertion. If salespersons would follow a few simple rules, they would assure their health and add to their selling efficiency.

Classes of Foods.—The use of food is necessary to build up the body structure, to repair waste, and to furnish force and energy for the proper action of all organs, tissues, and parts of the body. According to their chemical composition, foods may be divided into four classes: proteids, carbohydrates, hydrocarbons or fats, and salts. Dr. Fothergill summarizes the use of the different classes in this way: "Carbohydrates are body fuel, the surplusage being stored as fat; the albuminoids (proteids) serve to repair the tissues as they wear out; the salts form the blood salts; the fat helps to build up normal healthy tissues, the excess

being burned as body fuel." Each class has a distinct mission, and all should be present in every meal. All are needed to sustain life and maintain health for any length of time, and with these, air and water are all that are absolutely necessary for life.

Proteids.—Proteids are obtained from the albumen of meat and fish, from milk and eggs, from the gluten of cereals, and from the vegetable albumen of leguminous plants, as peas, beans, etc. The amount of albuminous matter varies in each of them, and in the same substance under different conditions. All should be considered and used interchangeably, if we are to get the greatest variety and the most benefit from food.

Carbohydrates.—The carbohydrates that furnish food to the body, and are one of the sources of the heat and of the energy upon which muscular action depends, are nearly all derived, with the exception of milk sugar, from the starches, sugars, and gums of the vegetable kingdom.

Hydrocarbons.—Hydrocarbons, or fats, are familiar to us in such forms as butter, lard, olive oil, and the fat of meat. Many seeds, nuts, and some cereals, as oats and corn, contain much fat. Many fats are supplied in pure and cheap form, and are accessible to the poorest classes.

Salts.—Salts are absolutely necessary for the proper nourishment of the body. Their presence in the blood, the lymph, and the living cells is indispensable to life. Salts are taken in small quantities partly as salt itself, and partly as portions of the various foods that we eat. During growth, they furnish much of the mineral matter of bones, and as the body is daily losing salt, it is necessary that it shall be supplied in the food.

The Basic Problem of Diet.—The virtue of a given food is wholly dependent upon the current demands of the body, and these are dependent, among other things, upon the sup-

ply at the moment of eating. If, at this time, the body has been supplied with proteids and carbohydrates, more of these, no matter how plain, will be bad, and fats, no matter how rich, will be good. The proper union of all the elements of food constitutes the basic problem of diet and of health.

Requirements of a Proper Meal.—Each individual meal should be simple, but successive meals may give a variety of food. No meal should be lacking in any one of the four classes, proteids, carbohydrates, fats, or salts. These should always be present, and for each meal there should be a reasonable variety of food. Precautions should be taken by housewives in the selection of food which contains the required elements, and it should be carefully cooked and properly served. Good cooking serves three purposes: (1) it destroys parasites and disease germs; (2) it renders food more appetizing, and (3) it makes some foods more digestible by making them more easily accessible to the action of the digestive juices.

How to Select Food and How Much to Eat.—The proper food having been selected, properly cooked, and placed upon the table, the chief question with every salesperson is how much of it to eat. The appetite should not be blind and ferocious, but disciplined and fastidious. Choice through pleasure should be disciplined, and never lured into hasty mastication. A person's appetite must be appeased; if not, the digestive secretions will go on a strike, and ~~then~~ the food, however meritorious its quality, will be powerless to give the nourishment that the body needs. As soon as the appetite is appeased, a person should stop eating. The stopping point for eating should be at the point when one feels satisfied. Great injury arises from not knowing when to stop eating, and few have such control over themselves.

When a Person Should Not Eat.—Whenever the appetite

is in doubt, a person should not eat. Eating should take place when the appetite announces itself and will rejoice in food. Restlessness should not be mistaken for hunger. It may not be food, but relaxation, exercise, sleep, a change of scene, or a drink of water that is needed. It is not hunger unless the appetite says so with decision, and this decision includes a preference for something in particular.

Swallowing Should Be Involuntary.—Food should be chewed and relished with no thought of swallowing. A person should confine eating to extracting the flavors out of food, and nature should be left to take care of swallowing, which should be involuntary. The mastication of food to the point of involuntary swallowing, with the attention on the taste and not on the mastication, should be the rule for everyone in eating. Thorough mastication should take place, and therefore one should not be hurried in meals.

Purpose of Mastication.—All food should be thoroughly chewed or masticated. The purpose of mastication is twofold: (1) to break up the food so that the digestive juices may reach it more readily, and (2) to mix the food with the saliva of the mouth. If the food is not chewed thoroughly, but is bolted, the gastric juices can only act on the exterior of the mass, while the lumps arrest the proper digestive action. There is also, in some food, the possibility of fermentation in the stomach before the gastric juices can work their way through it. Food that is not properly mixed with saliva is hard to digest, because saliva is an alkaline substance and stimulates the flow of the acid gastric juices. The important purpose of saliva is to assist the gastric juices in the dispatch of their work.

Natural Means for Curing Indigestion.—Many people form the habit of regularly taking medicine to stimulate the secretion of the gastric juices. This is a dangerous habit. If the same effect can be obtained through natural

means, it is far better. The natural remedy for faulty digestion is simply to chew food slowly and thoroughly. This increases the amount of saliva which mixes with the food, and breaks up the food into small parts which may be more easily acted upon by the gastric juices of the stomach. Indigestion and dyspepsia may be prevented by chewing slowly and thoroughly, and by not overloading the stomach. The same ailments have often been cured by following the foregoing instructions. Everyone should remember that if food is not chewed thoroughly, sooner or later sickness will follow.

Precautions in Using Water at Meals.—Drinking water at meals is the direct cause of many cases of indigestion and dyspepsia. It is a bad habit to take water to wash down solids. All solids should be carefully chewed, so as to be thoroughly mixed with saliva. When they are washed down with water before being properly chewed, there is not sufficient saliva in them to procure proper digestion. The gastric juices lack the proper stimulus. If the water is cold, it puts a temporary check upon the work of the digestive organs. The stomach is unable to proceed with digestion until the proper normal temperature has been restored. The moderate use at meals of liquids of proper temperature does no harm, providing they are not used to wash down solids which have not become properly mixed with saliva.

Evils from Too Frequent Eating.—A bad habit, and one injurious to health, is eating several times a day. The frequency of meals should be such as to give the stomach time to rest and prepare new juices. Too frequent eating soon deranges the delicate mechanism of the digestive system, and is the cause of much suffering from indigestion and dyspepsia.

Overeating.—A great many human ailments have their beginning in sins of nutrition, of which overeating is one.

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People eat too much of the proteid element, of which meat is a type.

Amount of Proteid Needed by the Body.—The human body requires far less repairing material than ordinary food or mere fuel. Psychologists say that people are accustomed to include in their diet every day from two to three times the amount of repairing material or proteid which the bodily repairs require. They allow the proteid element to constitute from twenty to thirty per cent. of their entire food consumption. In an experiment with a number of men, Professor Chittenden of Yale University reduced the proteid element to about ten per cent. of their food consumption, with the result that as far as could be seen from outward observation the men were more fit than before. It was determined by laboratory observation that the demands of their bodies had been exactly met by the ten per cent. of proteids. Therefore their previous excess above this amount served no purpose but to produce clinkers in the human body.

Effects of Auto-intoxication.—Professor Chittenden claims that these clinkers are far more damaging than fat clinkers. They decay and cause trouble. Professor Metchnikoff has done much research work in auto-intoxication or self-poisoning. This is caused by putrefactive germs which fasten by billions upon the tissue building foods. The clinkers of proteids furnish desirable breeding places for these germs. The germs fasten upon the proteid clinkers after their descent into the intestines and set up a distillery or carrion factory. The poisons thus generated are absorbed through the walls of the intestines and find their way into the blood. The resulting condition of auto-intoxication is the cause of many of the alimentary troubles. Overeating is a common fault of salespersons, and if efforts were made to prevent it, better health and better work would be the result.

Balancing of Classes of Food at Meals.—No salesperson should eat meat more than once a day, and then be careful not to take an oversupply. Every meal should be properly balanced, and during the three meals of a day not more than ten per cent. of the food consumed should be proteid. People should learn to choose foods, and to eat so that they will not need medicinal aids to digestion. Until this habit is formed, they have not found the food that they ought to have and they eat food which they should avoid. The normal appetite should be intrusted to do the balancing, but some knowledge of foods will help in knowing whether or not they contain proteids, fats, or carbohydrates. The aim should be to educate the appetite to the point of deciding this question automatically. A perfect meal consists of a proper variety of food containing the four fundamental elements, and hungry people—food properly tasted, thoroughly chewed, by people neither tired, cross, nor in a hurry.

Proper State of Mind and of Body for Eating.—It is a bad habit to eat when exhausted, either physically or mentally. An exhausted person should rest before eating. Again, eating while worried or angry produces injurious results to the digestive organs. It is far better to miss a meal than to go to it while exhausted or worried. An exhausted, worried, or angry stomach will inadequately digest food, if at all, and, as a result, the more food there is, the more damage it will do. During meals there should be relaxation, composure, and cheerfulness; then the food is enjoyed best, and the stomach is in the best mood for proper digestion. After a meal, no hard physical or mental work should be done for a time. The process of digestion is only begun, so for a time the stomach needs a large supply of blood, and after the stomach starts digestion, a person has no right to summon away its force.

Need of Water.—After air, water is the most important

of all substances necessary to human life. The body daily loses water through excretion, evaporation, and respiration. This loss is made good from two sources: (1) proteids, carbohydrates, and fats all contain hydrogen, and when they are burned within the body, their hydrogen combines with oxygen and forms water; (2) water taken with food or as drink.

How Water Is Obtained.—On an average diet, nearly a pint of water may be produced within the body in a day. The average individual requires from seventy to a hundred fluid ounces daily for the needs of the body. So the remainder must be taken with the food, or as drink. The average salesperson does not drink sufficient water for the healthful action of the different organs of the body. The plentiful use of good pure drinking water greatly favors body metabolism, and also assists in carrying away the various wastes of the system.

Effects of Cold Water.—Ice-cold water should not be taken into the stomach. It shocks it and retards digestion. If taken too cold, water should be sipped and held long enough in the mouth to warm it before swallowing. Many people, when thirsty, make a serious mistake in gulping down large quantities of water. Water should be taken slowly and frequently. A glass of pure, cool, fresh water the last thing before retiring and the first thing in the morning is a habit which materially assists digestion and health.

Air and Health.—A person should breathe pure fresh air. The air of the store is beyond the control of the salesforce, but the manager should take special care to have the store properly ventilated. It remains with the salespersons to provide plenty of pure fresh air at home. Extreme care should be taken to see that the bedroom is properly ventilated. Windows should be raised at night so that there will be an abundance of fresh air while sleep-

ing. Every salesperson should spend some time each evening, and as much as possible of the time on Sundays and holidays, in the open air.

Rules for Deep Breathing.—A good exercise is deep breathing. In the evening take a walk, breathe as deeply as you can ten times in succession, then breathe naturally for a minute or two, and repeat. Do the same in the morning when you leave the house for the store. Repeat this twenty times the first day, and gradually increase the number until you are taking five hundred deep breaths a day.

Mental States to Be Avoided.—Every salesperson should avoid worry, anger, fear, excitement, hate, jealousy, grief, and all depressing mental states. This is done not so much by repressing these feelings as by ignoring them, or by controlling attention. It is largely a matter of attention. A salesperson's mental attitude should be cheerful, optimistic, and serene. This should be striven for, not only on account of its bearing upon health but because it is one of the most indispensable qualities for efficient salesmanship.

Importance of Care of the Teeth.—A salesperson cannot place too much emphasis upon the need for preservation of the teeth. Teeth are of great importance in masticating food, and have an important bearing upon personal appearance. When teeth decay, chewing is impaired, and the efficiency of the digestive process is lessened to that extent. Decay of the teeth is usually, if not always, due to the action of bacteria which produce acids in the fermenting of the food particles in the mouth. These acids dissolve the lime salts of the enamel, and the dentine. The action of bacteria upon the enamel is favored by the formation of a hard deposit known as tartar, which is a mixture of lime salts precipitated from the saliva, and is deposited upon the teeth, usually near the gums. It is difficult to remove tartar by the use of brush and powder.

For this reason, a dentist should be visited at least once a year, the tartar removed, and the teeth examined and polished. The beginnings of decay are detected and means taken to prevent its progress.

Prevention of Decay.—Decay of the teeth is prevented by keeping them free from particles of food. The ideal plan is to clean the teeth with brush and water after every meal. By following these simple directions, teeth often may be preserved in all their efficiency until old age.

Effects of Tea and Coffee Upon Health.—The physiological effects of tea and coffee are due to the same substances, namely caffeine and tannin. Caffeine is a powerful stimulant, especially to the nervous system, and in a lesser degree to the heart. Tannin is a bitter substance which may considerably hinder digestion and directly injure the mucous membrane of the stomach. Tea contains about twice as much tannin as coffee. The amount of tannin dissolved in tea varies greatly with the method of preparation. It should not be boiled nor allowed to steep too long. Both tea and coffee have a retarding influence upon digestion. They should not be used by persons troubled with indigestion or dyspepsia, or by persons with weak nervous systems. It is therefore advisable for all salespersons to take special precautions in drinking tea or coffee. If taken, they should be properly made and taken weak and sparingly.

Rules of Health.—Professor Irving Fisher gives the following rules of health, which should be followed by every salesperson: Persons should avoid poison, poisoned air, poisoned water, poisoned food, poisoned thoughts, poisoned emotions, and just plain poisons like tobacco, alcohol, and drugs. They should breathe deeply of pure air, and eat abstemiously of foods demanded by the appetite. They should take pleasure in their exercise, and exercise intellect and mind as well as muscles. They should wear as few clothes as possible, and these of porous material so dis-

posed as not to weigh heavily upon, constrict, or destroy the balance of the body. They should bathe frequently enough to keep the skin in condition for performing the eliminating functions. Lastly, and perhaps most important, they should keep cheerful and not worry.

QUESTIONS

1. What are the different causes that produce sickness?
2. Name the different classes of ill-health.
3. What is the effect of sickness upon a selling organization?
4. What should be done to protect health?
5. Mention the different classes of foods. Explain each.
6. What is the basic problem of diet?
7. What are the requirements of a proper meal?
8. Explain Mr. Fletcher's rules for eating.
9. What is the purpose of mastication?
10. Mention the natural means for curing indigestion.
11. What precautions should be taken in using water with meals?
12. What are the evil effects of overeating?
13. What is auto-intoxication? Give its effects.
14. What are the rules for obtaining pure air?
15. What is the importance of care of the teeth?

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CHAPTER VII

APPEARANCE

Personal Appearance and Efficient Salesmanship.—Perfect health and personal appearance enter very strongly into the ability to persuade others. Personal appearance is a greater factor in efficient salesmanship than the average salesperson believes. It is not by any means a gift of nature, but is acquired. The person with a strong, robust physique and blessed with good looks has a decided advantage over the one who is small and plain. Nevertheless, with care, the unfortunate person as regards nature's gifts may develop a personal appearance which possesses all the qualities for efficient salesmanship. If the former is not careful, the latter may, by particular attention to the essential qualities, for personal appearance, develop into the more efficient salesperson. Personal appearance largely results from painstaking care of self, and demands careful self-analysis and the cultivation of those factors or qualities that will assist in winning customers to a salesperson's way of thinking.

Necessity of Exercise.—An absolute requisite for both health and appearance is exercise. Salespersons, to be efficient, must have their nerves and muscles in good working order. The real question is how much exercise is necessary to keep a salesperson in trim for efficient selling. The answer is: sufficient to keep the muscles firm and sensitive. Dr. Egbert says that proper muscular exercise is highly

beneficial to health, and in the end is actually necessary for the proper performance of the functions of the organs of the body.

Proper Exercise for All.—To specify an elaborate system of gymnastics or exact forms of muscular activity would be more or less folly. Salespersons must work out their own methods. The kind of exercise that gives the best results is that which is liked for its own sake. There should be in exercise something of the play spirit. The more of the play spirit, the better the results. Exercise should not be too severe. Many people injure themselves in taking too violent exercise. Tennis is not a good exercise for weak or nervous people, as it tires them too much through its hard and fast work. Golf is a splendid exercise as it gives alternate activity and rests. The long walks and hill climbing are admirable forms of exercise. Rowing, paddling, bowling, or tramping—in fact, any form of recreation that brings a variety of physical exertions and appeals to a person's interest and enthusiasm—is good exercise. Exercise should be as much a daily habit as eating or sleeping. At the same time salespersons should avoid all unfavorable conditions which interfere with their enjoyment of it. Proper physical exercise for both men and women is not only a factor in good health but also an important one in giving proper carriage and appearance, which are essential qualities for efficient salesmanship.

Carriage.—Appearance is treated under the following headings: carriage, dress, and cleanliness. All have an important bearing upon appearance, but the first has also an important influence upon health. Many salespersons of real merit have bodies that disgrace them. Everywhere you see fat, clumsy, and flabby bodies and these are not fitted for efficient selling.

Examples of Bad Carriage.—One of the chief reasons for these conditions is carriage. Many salespersons carry them-

selves in a slovenly manner. If they could be made to realize the effect of a good carriage upon selling efficiency they would at once pay heed to carrying themselves properly. Go into a large store and observe the salesforce. The first to meet your attention may be someone gliding along with chest flat, abdomen protruding, and head forward—all the result of carelessness. The next may be fat and stubby. The third may be tall, with one shoulder above the other, and a narrow, hollow chest, due to improper methods of sitting and walking. The next may be tall and erect, with chest forward and shoulders back. In every store you see all varieties and types of bad carriage, and proper carriage is the exception. The same is true of traveling salespersons, as well as those who sell over the counter. It is safe to say that not five persons out of a hundred carry themselves so as to look at their best. A large majority do not give a true indication of their real selves, as they possess more courage and personality than they show. The way salespersons stand and walk has a bearing upon their health and their selling efficiency. If they always stand with chests flat and heads forward, their breathing is not what it should be. The chief reason for bad carriage is that salespersons do not know what is good carriage.

How to Secure Proper Carriage.—The question arises: What should be done to get proper carriage? "There is only one way to get proper carriage," states Dr. Gulick, "that is, by getting the back and the neck where they belong by keeping the spine erect." It is not difficult to do, but it becomes hard always to carry oneself so. Considerable effort is necessary until a person forms the habit of proper carriage, and then it is done unconsciously. Standing and walking properly are chiefly matters of habit. Dr. Gulick's simple direction is to keep the neck pressed against the collar. This is easy to do, but requires conscious effort until habit is formed.

Effects upon Health.—The ribs are held in their proper position when the spine is erect. The chest cavity, on being increased, gives the lungs greater room to expand. Proper carriage affects other organs of the body. It is one of the important factors in keeping the liver working properly. Many bilious persons have cured themselves by taking deep breathing exercises three or four times a day. A stooping position narrows the chest, decreases the efficiency of the heart and the lungs, and injures the liver.

Beneficial Exercises.—There are two exercises which are of great assistance to salespersons. The first is to stand erect with neck back firmly against the collar, and inhale slowly, and as strongly as possible, for ten breaths. Then, after a brief rest, repeat four or five times. This straightens out the back directly between the shoulders and deepens the chest. The second, for persons who are fat, is to stand erect with neck back firmly against the collar, draw in the abdomen vigorously as far as possible, hold it there a minute, and let it out again. Repeat several times a day. This strengthens the muscles which hold the abdomen in place.

Good Carriage and Self-respect.—Good carriage is directly concerned with a person's feeling of self-respect. If people slouch along with eyes on the ground, they are in no position to have the strong, healthy feeling of self-respect of those who stand erect, look one straight in the eye, and keep their chests prominent, abdomens in, and their bodies under thorough self-control. Good carriage is an absolute requisite for efficient salesmanship. An important feature is that it is soon acquired, and does not require conscious effort for any length of time. Let every salesperson, by following the foregoing instructions, acquire proper habits of carriage, be able to look every customer straight in the eye, and walk with a carriage of body that commands respect.

Cleanliness.—The second division of appearance is cleanliness, and this has a direct bearing upon health as well as upon appearance.

Importance of Baths.—Baths are used for cleansing the body, stimulating the functions of the skin, and as a tonic to the whole human system. H. C. Wood says that cleanliness and the maintenance of a proper condition of the skin require a bath at least twice a week. Baths should not be taken too soon after meals, because digestion may be lessened, or entirely stopped, because the blood is taken from the stomach to the skin and muscles. The English Royal Humane Society has issued the following rule: "Avoid bathing within two hours after a meal, when exhausted by fatigue, or when the body is cooling after perspiration."

Cause of Odors from the Body.—The sweat and the sebaceous glands emit upon the skin secretions which primarily serve to regulate the temperature of the body, and to keep the skin soft and pliable. Each secretion contains solid material which remains on the surface of the skin or in the ducts of the sweat glands after the water evaporates. Sometimes these solids are odorous, or else putrescible, giving rise to offensive odors. If the skin is not washed frequently, these odors become offensive. They are strong with some people, and hardly noticeable with others. With some, it is absolutely necessary to bathe every day. A salesperson should not under any circumstance have any odor emitting from the body. It is offensive and will drive away customers. Again, bathing should be made effective by clean clothing. Professor Sedgwick says that clean persons, clean clothing, clean houses, clean premises, clean streets, and a clean town are so many forms of the habit of cleanliness, which is one of the characteristics of high civilization, and one of the fundamental elements of self-respect and proper living.

Foul Breath.—Salespersons should pay particular attention to their breath. Catarrh, decayed and improperly brushed teeth, and unclean mouths are a few of the causes of an offensive breath.

Effects On Efficient Selling.—Many salespersons have such foul breaths that coming within the range of them almost nauseates one. I remember going into a fashionable Fifth Avenue store to buy a certain article. A well-dressed salesman waited on me, and during the course of the purchase, I came within range of his breath. It nauseated me. I felt like leaving at once and going to another store. I took pains to remain at a distance and as soon as the article was received made a hurried exit. That experience is as fresh in my mind today as it was five years ago, when it happened, and whenever I pass the store I think of it. Offensive breaths cause the loss of many sales and drive away many customers. If salespersons could realize how offensive a foul breath is, and how it interferes with efficient selling, every precaution would be taken to prevent it. It is the duty of every manager to examine the breath of his salespersons, and to use every precaution to prevent those with offensive breaths from waiting on customers.

Proper Care of the Person.—A favorable first impression upon customers is an important factor in salesmanship.

Hair.—Carefully combed hair applies to men as well as to women. Saleswomen should be careful not to arrange their hair in any freakish or out of the ordinary manner, for in such case the hairdressing will distract the attention of the customer from the goods.

Face.—Salesmen should have clean-shaven faces. If whiskers are worn, they should be properly trimmed, and not present any grotesque shape. A face with a day's growth of beard, or shaggy, unkept whiskers should not be allowed in any selling force. Powder, stenciled eye-

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brows and rouge should be absolutely forbidden with saleswomen. They show artificiality, and interfere with a saleswoman's selling powers.

Linen.—Spotless white linen is an absolute necessity with salesmen. Clean collars, shirts, and cuffs make a favorable impression upon every customer. No manager should allow salesmen wearing soiled linen to sell goods.

Flashy Styles.—A plain tie neatly tied is the ideal. No flashy styles should be allowed, and no scarf-pin, unless it is a small, plain one. A case came to my notice of a salesman who had been made a present of a large diamond scarfpin. He took great pride in the pin and wore it every day. In a short time his sales commenced to fall off. He mentioned the fact to the manager, who said: "For a few days leave your scarfpin at home, and see what will happen." An increase of sales followed, and in the future the pin was worn only outside of working hours. Attention was given to the pin, and not to the goods. Clean linen applies to women as well as to men. They should take pride in having clean collars, cuffs, and waists.

Shoes.—Shoes have an important bearing upon appearance. A neat-fitting, well-polished shoe is the requirement for each sex. Run-over heels and worn-out, shabby shoes should not be allowed in any salesforce. It is the duty of every manager to impress upon his salespersons that they should never allow their selling qualities to be handicapped by their clothes or their shoes.

Care of Nails.—Properly manicured finger nails have much to do with a person's appearance. Salespersons should take special pains to see that they do not handicap themselves by dirty nails. I once overheard this conversation between two ladies: "Did you get your white silk at Mr. Smith's?" "No, I got it at Mr. Brown's. I went into Mr. Smith's store to buy it, but the salesman waiting

on me had the dirtiest finger nails I ever saw. They showed up so against the white silk that I was disgusted, and went away without buying. I went directly across the street and bought my silk." Salespersons should see that their nails do not interfere with their success in selling.

A Clean Skin a Necessity.—A clean, clear skin is an important asset to every salesperson. A clean skin is one of the results of good health and proper living habits. A face covered with pimples or blotches distracts attention and handicaps a person's selling qualities. If pimples or blotches appear on the face, no time should be lost in consulting a doctor. A prescription and a little advice as to proper habits of eating and living are usually all that are necessary to remove the handicap.

Bad Taste in Dressing a Handicap in Selling.—The importance of proper dress is hard to impress upon a vast number of salespersons. Bad taste in dress is the cause of many failures. It is as bad as objectionable mannerisms. Foppishness, slovenliness, and carelessness in dress are not found in the appearance of the efficient salesperson. Every salesperson should remember that overdressing is as bad as slovenliness. A salesman dressed as though for an evening party, wearing much bedecked clothes and a flashily colored tie, attracts attention to his appearance rather than to the goods that he is selling. The result is that the attention of the customer is not centered upon the arguments put forth, and in a great many cases the sale is lost. A great many sales are not made because the attention of the customer could not be fixed upon the goods, or upon the arguments put forth, on account of being distracted by the flashiness of the dress of the salesperson.

Requirements for Proper Dress.—Dress with both classes should be quiet, simple, dignified, and individualistic. Simplicity, dignity, and individuality are the corner stones of proper dress. Special pains should be taken to avoid

prevailing fads and fancies which come and go with the seasons, and to shun startling contrasts and exaggerated effects. Every salesperson should be well-groomed, but no fashion plate. Salespersons should remember that no customer can have a proper attitude toward them if they are not up to the proper standard in dress and in personal appearance. Clothes alone have an important bearing upon success in selling. If the clothes are not up to the standard, the mind is usually conscious of the fact, and so is diverted from the selling points of the goods. When a salesperson is dressed correctly, the result is ease, and the whole mind may be concentrated on the sale.

Effect of Overdressing.—Clothes, in a way, represent the personality of the wearer. To be too well dressed often arouses contempt, so the more quietly and neatly one is dressed, the better. Overdressing is worse than shabbiness, as it is an indication of poor taste and weak character. A salesperson should never dress to attract attention. Proper dress and appearance do much toward gaining customers.

Effect of Shabby Dress.—Shabby dressing is a serious drawback to the success of every salesperson. Clothes should be kept clean and pressed. A man's clothes should not be allowed to fray out at the sleeves, the edges of the coat, or the bottoms of the trousers. Salespersons should carefully analyze themselves, and see if they are wearing anything that attracts too much attention, or if there is anything that repels. Self-analysis is an important factor in many phases of efficient salesmanship.

Frivolities to Be Avoided.—Fancy combs, earrings, brooches or jewelry of any kind should not be worn by a saleswoman. If jewelry is worn, it should be confined to the simplest kind. Diamond rings, flashy stickpins, gaudy watch charms, diamond cuff buttons are in bad taste, and should not be worn by salesmen during working hours.

The less jewelry worn, the better, and many managers, realizing this, have made strict rules governing the wearing of jewelry by both sexes. No salesman should use perfume in any form. It shows weakness and femininity, which are disliked by everyone in any man. Women should use it sparingly. No one will find fault if a small amount is used by a saleswoman, as it is one of the recognized privileges of the weaker sex, but to use a sufficient amount of it to attract attention is in poor taste and interferes with efficient selling. A properly dressed salesperson is one whose clothes attract no attention because they are in good taste.

Uniform Dress.—Many large stores have a uniform dress for saleswomen, as well as strict rules and regulations for salesmen. There is much to be gained from having a uniform dress among salespersons. I believe the time is not far distant when the salesforce in every large store will wear uniform costumes. Uniform dress for both men and women is the ideal for efficient salesmanship. A neatly fitting black dress with white collars and cuffs is inexpensive, and is the ideal costume for saleswomen. It is a business proposition, and should pay every manager to furnish the uniform at actual cost, and make allowances for the extra laundry required. A neat surge suit, no jewelry, a • neat plain tie, collars and cuffs always clean, clothes always carefully brushed, and shoes always polished, is the • ideal costume for salesmen.

Proper Dress Arranged for by Manager.—If managers would furnish salesmen with suits at cost, and make a small allowance for keeping them brushed and clean, it would repay them a hundred fold for every dollar in expense so incurred. It is a business proposition for a business house where a large number of salespersons are employed to keep a tailoring and cleaning establishment for them, where their clothes may be kept in proper condition.

and properly pressed, gratis or at small cost. Dress is such an important factor in salesmanship that it should receive special attention from manager and salesforce. A little pains on the part of the manager would assure a uniform dress at low cost for each sex, and a little expense in maintaining a tailoring and cleaning establishment, or else a small weekly allowance for the pressing of clothes would assure a properly dressed salesforce. The effect upon sales would repay many times every dollar so spent. Proper dress is purely a business proposition, and should be considered as such by salespersons and managers; to assure the greatest success, it should have the hearty coöperation of both.

Requirements for Proper Expression of Face.—The expression of the human face has much to do with personal appearance. This is what really determines final results. A salesperson should be cheerful. A cheerful smile never offends, and is a selling asset. Nobody likes to buy from a morose or disagreeable salesperson. There should be a smile for everyone, but not a grin. A smile is real, while a grin is artificial. The former makes friends, while the latter is detested by everyone and drives away customers. A salesperson should be pleasant with everyone, but not effusive. Pleasantness should be a habit and is a part of the real self. Effusiveness distracts and makes a salesperson repulsive to the average customer. Salespersons should be vigorous in everything that they do, have their heart in their work, and move as though they meant it; but at the same time they should never be offensive. A pleasant, smiling face must have a background of good health. Many a salesperson freezes a customer and causes a sigh of relief when leave is taken. Coolness, frigidity, dissipation, moroseness and sorrow are portrayed in the face and have no place in efficient selling. The facial expression should be natural, and not forced or unnatural.

Requirements for Ideal Appearance.—What is back of a greeting and a smiling countenance has much to do with results attained. The qualities necessary for proper appearance and for efficient salesmanship are erect carriage, dignified bearing, properly cared for head, face and hands; spotlessly white linen and simple, dignified and individualistic dress; neat and polished shoes; no foppishness in adornment; no offensive odors from breath or body, and a beaming countenance.

QUESTIONS

1. What is the relation between personal appearance and efficient salesmanship?
2. Mention different kinds of exercise. Give the importance of each.
3. What is proper carriage? How may it be acquired?
4. Give reasons for bad carriage.
5. What is the relation between good carriage and self-respect?
6. Give reasons for odors from the body. Give their effect on selling efficiency.
7. Give reasons for foul breath. What is the effect on efficient selling?
8. Give rules for proper care of person.
9. What are the effects on selling efficiency of (a) flashy styles; (b) soiled linen; and (c) jewelry?
10. Why is bad taste in dressing a handicap in selling?
11. What are the requirements for proper dress?
12. What are the effects of shabby dress?
13. What frivolities in dress should be avoided?
14. What is meant by uniform dress? What advantages may be derived from its use?
15. What are the requirements for a proper expression of face?

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CHAPTER VIII

CHARACTER

Importance of Character in Salesmanship.—Character in a business man is one of the prime factors necessary for success. It is the solid rock upon which business expansion and progress rest. Character is as essential for efficient salesmanship as it is for successful business. Salespersons without character cannot succeed. This being the case, it remains with every salesperson to develop the qualities which go to make up character. Only a small percentage of salespersons throughout the country know the close relation between character and sales. If salespersons would carefully analyze themselves, find out the weaknesses in their characters, and spend a little time to remedy these and to develop those qualities which are the background of character, they would greatly increase their selling powers. Character building in salespersons is as important to the business management as it is to the salesforce. It is a business proposition for a manager to see that his salespersons develop those qualities essential to character. The higher the standard of character in a salesforce, the greater the chances of increasing selling efficiency.

Character v. Reputation.—We are in character what we make ourselves. Reputation is what people say we are, while character is what we really are. As a mode of life becomes habitual, character becomes actual. A single good

deed or bad act does not make character. It is that which has become habitual in the life of a rational being. Salespersons may have a strong physique, possess courage, dress properly, possess qualities for the successful handling of customers; but if character is lacking, they will not make a success.

Meaning of Character.—Professor Ladd divides the stream of consciousness into two divisions. In the first division he places what we naturally call our nature, disposition, or temperament, and in the second, our self-formed habits of will. The self-formed habits of will constitute character.

How to Cultivate Character.—The cultivation of character is of the utmost importance, not only to every salesperson but to every living being. The mind must first be supplied with noble ideas, high ideals, right emotions, and worthy ambitions. It demands that a proper connection be established between these mental states and acts. To constitute character, the acts guided by these mental states should grow into habits, so that we naturally change our ideas, ideals, emotions, and ambitions into deeds. A salesperson's character must be strong in thoughts and feelings, and likewise in the power to give the world habitual acts or services based upon them.

Qualities Needed in Character.—Salespersons need sound bodies and sound minds, but character is more than either of them. A keen intellect is the most useful of servants, but it is an evil master unless controlled by character. Character is a composite thing made up of such qualities as self-control, judgment, reason, courage, faith, memory, tact, perseverance, initiative, energy, cheerfulness, enthusiasm, concentration, honesty, and ambition.

Mental Food a Necessity.—An important factor in the life of every salesperson is the getting of ideas. The quality and the quantity of mental power depend upon the mental

food and mental exercise which a person takes. Nourishing mental food and proper mental exercise develop mental powers. Mental food consists of ideas and later these guide our speech and our action. Guidance is necessary, because without it evil acts may follow. Salespersons obtain their ideas from three sources: (1) From their regular daily work; (2) from their association with other men and women; and (3) from books, magazines, newspapers, courses of study, and theaters. The aim in every case should be to obtain noble ideas, high ideals, right emotions, and worthy ambitions, essentials for the development of character. The mind as well as the body needs good wholesome food.

Effects of Impure Thoughts.—Many salespersons poison their minds with impure thoughts by listening to suggestive jokes, or by reading suggestive stories. Little do they realize that they are undermining their character, and also preventing the formation of elements of character which would increase their selling efficiency. They are hastening their journey to failure. If failure comes, salespersons will not admit that it has been their fault, but will place the blame elsewhere. Noble and lofty thoughts and ideas have a direct bearing upon character and selling efficiency. If we could impress this fact upon each salesperson, and have each feed the mind with such, we would have a basis for increased efficiency, increased sales, and higher wages.

Friends, Reading Matter, and Theaters, Good and Bad.—Salespersons should remember that the quality of friends is far more important than number. Friends with lofty thoughts and ideas are a blessing to every salesperson, but friends with sordid and impure thoughts may in a short time lay the basis for undermining the selling efficiency of a competent and efficient salesperson. Such friends should be avoided as carefully as deadly cobras. The reading of good magazines and books is beneficial in giving good

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wholesome thoughts, but all reading matter of a sordid, immoral, or suggestive nature should be avoided. The most serious effects of the latter arise from making the mind think continually along immoral channels, thus making it unfit for efficient selling. Good theaters give wholesome amusement and good ideas. A suggestive show should be avoided, as it not only poisons the mind, but also causes a longing for shows of such a nature.

How to Insure Wholesome Ideas.—A manager should take an interest in assisting salespersons in obtaining good wholesome ideas and lofty thoughts. Many do so by furnishing a library of proper books, magazines, and papers, and by suggestions as to what shows are best. The effect of good wholesome thoughts and ideas upon selling efficiency is marked. The elimination of sordid and immoral ideas and thoughts from the minds of salespersons is absolutely necessary, and to accomplish it there is needed the co-operation of manager and salespersons.

Meaning of Will.—Character is based upon control. This is accomplished through the will, and as the will chooses and directs, it decides the character that is to be built up. There is no distinct and separate organ of the will, and what is meant by the term is the conscious choosing of an idea or course of action from a number of possible ideas or courses.

Function.—The will causes or prevents action, either mental or physical. This is its function, its beginning, and its ending. The highest function of the will is reached when, after balancing motives or reasons for and against a proposed act, a decision or choice is made. Sometimes the decision is reached immediately. "All that is necessary is time to summon all the reasons for and against an act. At other times, it takes time, often considerable, before one set of motives will be strong enough to overcome another, and result in decision.

How Decisions Should Be Reached.—When deciding upon a question of any importance, a person should consider all the reasons on both sides, and give each just consideration. At times this is hard to do. It is easy to be so prejudiced against one line of action that all reasons in its favor do not receive fair consideration. The ability to give every question fair consideration as to all reasons for and against it, and to decide on merit, is a valuable accomplishment.

Methods of Making Decisions.—Professor James outlines different methods by which decisions may be made.

The Reasonable Method.—The first is called the reasonable method. The reasons on one side clearly outweigh those on the other, and the only rational thing to do is to decide on the side with the greatest number of reasons. In this case, care should be exercised that all the important reasons on both sides have been discovered, and that the personal element is entirely eliminated, so that personal interest or prejudice does not give some of the reasons undue weight. Each salesperson is called upon to decide many questions daily. The ability to select quickly the reasons for and against a question and to decide upon merit is a valuable one. This ability is acquired and comes from proper development, and is a most valuable asset to every salesperson.

• **The Accidental Method.**—The second method is called the accidental. Decision is not based upon reasons for and against a question, but on the entering of a third factor, in no way related to the question, which nevertheless decides it. A salesman has before him a particular question to decide. He is weighing the reasons for and against it, and hesitating before deciding, when a friend comes along; the salesman evades making a decision himself by asking his friend what he would do. As soon as an answer is received, one way or the other, a decision following advice is reached. Many salespersons form habits of making de-

cisions in this way. They lack will power, and this is a serious handicap to efficient selling. They do not weigh each question and decide it upon merit, but drift along with the tide and go with the crowd. These persons shirk responsibility, and never become competent and efficient.

Decision Based On Whim or Mood.—Another form of the accidental is when decision is based on whim or mood at the time. Salespersons do not wish to trouble themselves to make a decision based on the careful weighing of reasons for and against a question, but decide according to a whim or the mood in which they happen to be. Many such decisions are made daily, and frequently regretted soon after making. They are often costly to the salesperson, and also to the manager. Habitual decisions of this kind are found with a large majority of salespersons. They show mental laziness and mental incompetence. The only remedy for this weakness is to get control of oneself, and not allow decisions to be made at random in order to evade the trouble of carefully weighing reasons for and against. Making decisions at random is a decided weakness in any salesperson, and a serious handicap to efficient selling. Each salesperson should analyze self to find if decisions are made by accident, and, if so, no time should be lost in disciplining oneself to make them by the careful weighing of reasons for and against.

Habit of Indecision.—One of the worst faults into which salespersons fall is the habit of indecision. Many hesitate in making a decision when the evidence is all before them. This makes the mental dawdler, the person who spends several minutes deciding whether to wear tan or black shoes. These salespersons are always troubled over little inconsequential matters, and consume a large amount of energy in fussing over trifling matters. Such people shirk all responsibility, and make themselves suited only for filling orders, and not for selling in its true sense. Go

into a store and size up the order-fillers, and you will see many possessing this habit and fussing over trifling matters. They are incapable of becoming real salespersons, and this is largely due to conditions over which they have control. If all the reasons for and against a question have been considered, why delay in deciding?

How to Overcome.—Salespersons should train themselves not to worry or fuss over trifling matters. The ability to raise oneself above the habit of indecision, and to develop one's mind to weighing and deciding questions on merit, is a valuable one with every salesperson, and separates the real, wide-awake, progressive and efficient salesperson from the order-filler.

Types of Will.—There are two important types of will, the impulsive and the normal.

The Impulsive Type.—In the case of the first, action follows before any counteracting influences can intervene. This type results in the hasty word or deed, or rash act committed on the impulse of the moment. The impulsive type should never be found in salespersons. It loses sales and drives away customers. A person of this type is not the master of his acts, but is guided largely by external circumstances, or internal caprice. The remedy for impulsive action is self-control, and converting it into deliberate action. Salespersons should form the habit of weighing all reasons for and against an action before decision. They should think twice before acting. No salesperson should act on impulse, and if the habit exists no time should be lost in remedying it.

The Normal Will.—The ideal is the normal or balanced will. Ideas are not acted upon by impulse, or as soon as they enter the mind. The reasons for and against an action are carefully weighed. The personal element is eliminated, and decision comes as a result of the impartial weighing of all evidence. As soon as the evidence is

weighed, decision comes and action follows. Every decision is the result of carefully weighing all the evidence on the case in question. Every salesperson should have a normal will. Many times, during a sale, salespersons are called upon to make decisions. They must be made quickly, and the brain must be trained to sum up and weigh evidence rapidly. Decision must come only after weighing all evidence, and must be of such a nature as not in any way to interfere with a sale. Salespersons should be able to decide quickly, and decide not only for themselves, but often for customers.

Exercise Will in Everyday Acts.—The will may be trained to exercise its proper function, which is to control the actual affairs of life. We cannot speak of training the will apart from the interests of our daily lives. It is wrong to believe that there are certain methods of training apart from the exercise of the will in the occurrences of our daily lives. The will decides in specific acts, and in emergencies, and in these cases it must be exercised if it is to be cultivated and developed. The chief essential in developing the will is to have a deep moral interest in whatever is done, high ideals, and lofty ambitions, and then there is an opportunity for a high expression of will in directing a person in right lines of action and in holding him to the one best to follow in the attaining of some purpose.

Essentials in Training the Will.—Dr. Nathan Oppenheim outlines the following simple principles of conduct for developing the will. Persons should watch their daily lives, and try and sift as well as they can the impressions which their minds receive. They should embody in conduct the cleanest and finest principles of action. There must be developed the habit of forming convictions and of being scrupulous. Everyone should follow simple and wholesome rules of conduct based upon the plain everyday

virtues. If these rules are followed in daily conduct, the easier will be the growth of will power. Salespersons should keep their attention fixed upon the everyday virtues, and their application in conduct will slowly become habits, and a valuable quality will be acquired.

Think of Success and not of Failure.—Salespersons should acquire the habit of fixing their attention upon the main purpose of work, and never allow it to falter. The habit of wavering attention should not be allowed, as it works against selling efficiency. Many failures result from not being able to keep the attention fixed upon success and carrying out the fundamental principles of efficient salesmanship to accomplish this end.

Weak-willed Persons and Business.—The salesperson who seeks to do the least amount of work, likes to be the last one to come to work and the first to leave, shirks responsibility, and is afraid to do a little more work than another, is weak-willed. Such a person accomplishes nothing, is a parasite upon business, and failure will come sooner or later. Salespersons should know that if the rules governing the qualities of character are transgressed they will suffer in physical comfort or in worldly success. The aim should be to keep the attention firmly fixed upon these rules. Then there is little opportunity to forget them and do those things which impair physical well-being and handicap success.

Character No Handicap to Enjoyment of Life.—Salesmen can be as practical, as shrewd in business affairs, as whole-souled, as cheerful, and as loving, following the demands of efficient salesmanship, as they can under any other manner of living. They can have close friends, and have jolly times without degrading themselves through excessive drinking or boisterous orgies. They can be affectionate and gentle-minded without being effeminate, which all healthy minds despise. They can be vigorous, responsive

to normal influences, happy, self-respecting, and successful without giving way to acts of intemperance and folly which are found so frequently in many of our salesmen.

Importance of Self-control.—Self-control can be called the center of will power. Proper self-control is valuable to every person, and especially to a salesperson. It is absolutely essential to efficient selling. No person who has no self-control under all circumstances should be allowed to sell goods. Salespersons should be dignified, keep their temper under the most trying circumstances, and possess politeness and courtesy even under the insults of the rude customer. Losing patience or temper in the presence of a customer is a serious breach of tact and of good business sense.

Self-control a Habit.—Self-control is acquired, and if the effort is made anyone may attain it. It is a habit. A habit is not attained in a moment, but is a matter of development and growth. Self-control may be attained in the same way that weak muscles are strengthened, namely, by exercise every day. Salespersons should gain self-control in little things, continually exercise it in the trivial matters which occur from day to day, and then gradually the habit will be formed, and self-control in more serious things will develop. Salespersons should have it impressed upon them that any quality of character, including self-control, will grow and develop with exercise, just as the muscles of our body grow and develop under regular exercise.

Demeanor.—Salespersons should acquire a poise of bearing, and a proper demeanor, as these are signs of character. Manners should be easy, and show faith in and respect for self. Salespersons should not cringe before their worldly superiors, or bully their worldly inferiors. Cringing betrays the coward, while bullying means not only cowardice but viciousness. Salespersons should be direct, simple, and

frank, and able to look people straight in the eye. Demeanor should not be used as a cloak to hide weakness. This would be deceit, and is worse than uncultured rudeness. Demeanor should portray a genuine feeling which is shown by ordinary words and acts, and should be the sentiment of a real intention which means well to self and to all others. These qualities may be acquired, and in this respect salespersons are what they make themselves.

Requisite Qualities to Inspire Confidence.—The salesperson who is honest, conscientious, fair in dealing, courteous, and possessed of high ideals has many advantages, in selling, over one who is lacking in any one of these qualities. Customers trust and respect them, hold them up as a standard of integrity, and place confidence in them. Everyone prefers to deal with a high type of character, and will trust and place confidence in this type. Salespersons should not forget that deep down in their hearts customers have an admiration for truth, integrity, and the solid qualities which are the background of character. These qualities in a salesperson are absolutely essential and necessary for successful selling and efficient salesmanship.

Concentration a Habit.—Concentration of attention is one of the fundamental prerequisites of efficient salesmanship. Lack of attention has lost many sales, and is a frequent cause of failure in selling. Salespersons who have their minds upon a baseball game or upon some social event are in no condition to sell goods. Concentration is acquired and should be a habit. Every salesperson should strive to acquire this habit, as it is one of the essential qualities for efficient selling.

Importance of Concentration of Attention.—Concentration is fixing the mind upon the subject under examination, to the exclusion of everything else. All our mental energy should be devoted to this one thing. Salespersons cannot attend to anything except customers and goods, and

the whole attention should be given to them. The average customer is very critical about the attention received from salespersons. Many will not trade where salespersons do not give them their whole attention. If a customer finds that the whole attention is given, and that the salesperson is sincere, it arouses confidence, and the mind is in a more receptive mood to receive arguments. There is no power of the mind more susceptible to training than attention. The secret of its development is in use, and no amount of theorizing can take the place of practice in acquiring the habit of concentration.

Ways of Securing Attention.—There are two ways of securing attention: (1) It may follow interest; and (2) it may be compelled by will. Attention in the first case follows more or less uncontrolled current of thought, which interests us, while in the second, a person decides what the mind shall attend to, instead of allowing interesting objects of thought to determine it. It is with the second class that salespersons are most concerned. This demands that salespersons should be masters of their thinking, and not allow their brains to be directed by outside things. A strong will power is a valuable asset, while a weak will breaks down, and the mind is carried away by outside events. Professor Betts rightly says that between the ability to control one's thoughts and the inability to control them lies all the difference between right and wrong actions, between withstanding temptation and yielding to it, between an inefficient, purposeless life, and a life of purpose and endeavor, between success and failure.

How to Train Attention.—A valuable asset for every salesperson is the habit of attention. This habit is not acquired suddenly, but is the result of gradual development. It is formed gradually, and comes from giving undivided attention wherever attention is needed. Sales-

persons should make a practice of giving their undivided attentions to everything done. This is far easier to acquire when there is whole-hearted interest in the work of selling. The practice of giving the whole attention which is not interrupted by fits and starts nor by drifting away should be carefully followed. It requires a struggle, at first, to gain full mastery of self and direct thoughts. With some it is more difficult than with others. The failure to acquire this mastery is a sign of a weak will, and the will should be strengthened.

Training Should Result in Habit.—Undivided attention is absolutely necessary as a prerequisite for efficient selling. Every salesperson, if not possessing this power, should commence at once to practice self-control, and to concentrate mind and attention on work and on little things. It will be difficult at first, but in time it will become easier. Again, the deliberate compelling of attention will soon grow into a habit, and then the salesperson will find that increased interest will grow in selling, and that a valuable asset has been acquired.

Importance of Sincerity in Selling.—Sincerity is one of the greatest attributes salespersons can possess. It makes friends and holds them. Sincerity is that quality in a salesperson by which you can tell by the way something is said that the thought did not come from the mouth but from the heart. This is shown by the manner of expressing ideas, by the voice, and by expression and action while speaking.

Methods of Acquiring Sincerity.—One fundamental for sincerity is that salespersons have absolute confidence in the goods that they sell. A customer must necessarily be impressed by the way in which the selling arguments are put forth. If salespersons have the power of making customers believe that they are sincere in the arguments put forth, it is a valuable asset. It gives confidence, and the confidence

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of a customer in a salesperson is of the greatest importance.

A Necessary Attribute in Salespersons.—Sincerity is a necessary attribute for successful selling, and may be acquired. The average customer hates a "jollier," and wants the facts and the truth about the article being purchased. If salespersons have the power to impress upon customers that they are sincere and honestly believe what they are saying about goods, it is a valuable quality in convincing customers that it is to their interest to purchase.

Meaning of Self-respect.—Self-respect is a valuable quality in a salesperson, and is the first essential toward winning respect from others. Every salesperson should cultivate self-respect. It is not egotism, conceit, or snobbishness, but true manhood or womanhood, self-reliance, dignity, courage, and independence. Self-respect begets self-confidence, and this gives courage. A salesperson with self-respect shows a person with honest thoughts and with a modest but striking personality. Such persons impress others with their sincerity, and win respect without effort, merely as a natural consequence.

Should Be Real and not Sham.—Self-respect is real and not sham. Many try to assume a self-respect under a covering of make-believe respectability, but traces of the fraud are easily discernible, and failure follows. Salespersons with self-respect can look the world straight in the eye, while cowards cannot. Self-respect follows right living, clean hands, and a clear conscience. Nevertheless, self-respect cannot be obtained where there is lack of confidence, either in the salesperson's own ability, or in the line of goods sold. Self-respect wins respect from others, gains the confidence of customers, and is a most valuable asset in making sales and winning satisfied customers.

QUESTIONS

1. What is the importance of character in efficient salesmanship?
2. What is the difference between character and reputation?
3. How may character be cultivated?
4. What are different sources of mental food?
5. What are the effects of foul thoughts on efficient selling?
6. What qualities are needed to make character?
7. What are the methods of making decisions? Explain each.
8. What are the effects of the habit of indecision? How may it be overcome?
9. Name and explain the types of will.
10. How does the normal will work?
11. What are the essentials in training the will?
12. What is the relation between weak-willed persons and selling efficiency?
13. Name and explain the different means of securing attention.
14. What is the importance of self-control? Show that it is a habit.
15. What are the requisite qualities to inspire confidence?

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CHAPTER IX

TACT, PERSONALITY, AND ENTHUSIASM

Meaning of Tact.—Efficient salesmanship is impossible without tact. Webster defines tact as the ready power of saying and doing what is required by circumstances. In other words, it enables salespersons to adapt themselves to circumstances, and to do the right thing at the proper time. It is that attribute which enables a salesperson to deal with others without friction. Tact necessitates the selection of the most desirable course of action. Judgment and common sense are two essential qualities for tact.

Good Judgment.—The ability to pass good judgment is a valued quality in everyone. There is a possibility in every person to pass good judgment, but only a small percentage of salespersons have taken the pains to develop it. Good judgment is the logical conclusion to be drawn from the evidence in a particular case.

Requirements for Good Judgment.—Tact goes hand in hand with good judgment. Professor Betts says that every judgment is made up of the confirmation of the relations existing between two terms, and that it is evident that the validity of the judgment depends on the thoroughness of our knowledge of the terms compared. If only a few of the attributes of either term are known, the judgment is clearly unsafe. From the foregoing it is evident that good judgment depends largely upon knowledge. Knowledge of human nature in order to read the essential

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characteristics of customers, so that salespersons are able to put themselves in customers' places and sympathize with their points of view; knowledge of goods, knowledge of what people ordinarily do under circumstances which may arise, knowledge of the details governing the making of a sale, and knowledge of selling points are required in every salesperson.

Reasons for Faulty Judgments.—Many salespersons cannot be tactful, because they possess faulty judgments. This is due chiefly to the fact that they make judgments without proper knowledge. It is usually found that those who have the least reason for confidence in their judgment are the most certain that they cannot be mistaken. The remedy for faulty judgment is to acquire a thorough knowledge of customers, goods, self, and steps of sale.

Common Sense and Tact.—Professor E. B. Titchener says that the common sense of one generation sums up so much of the advance thought of former generations as the great body of mankind has found acceptable and intelligible. The proper action under given circumstances, as far as it concerns salesmanship, is the same today as it was a hundred years ago. Common sense tells us what is the best thing to do under the circumstances which arise, and thus is simply tact. Every salesperson who pursues the proper action, or says the proper words under any given set of circumstances, acts on common sense or uses tact.

Requirements of Tact, Besides Knowledge.—Tact makes many demands besides knowledge of the factors which enter into a sale, such as patience, kindness, cheerfulness, sincerity of purpose, diplomacy, courtesy, gracious acceptance of a situation, close observation, and the power of quick decision of the best thing to do or to say. These are sometimes inherent, but all may be developed. A salesperson who does not possess these cannot be tactful. They are easy to acquire, and there is no excuse for their lack

in any salesperson. It is absolutely necessary for every salesperson to analyze self carefully, and to see if tact is used in dealing with customers—and if not, no time should be lost in its development. Lack of tact is largely a matter of ignorance, thoughtlessness, and carelessness. The following is a good example of lack of tact, and occurs several times a day in our large stores. A young lady was passing a counter in a department store and saw some lace which caught her fancy. She politely asked a saleswoman who was waiting upon another customer the price. The answer came in an indifferent tone: "I am busy." The lady did not wait, but passed on, and likely did not forget for some time the discourtesy. How much better it would have been for the saleswoman to have said: "Certainly, with pleasure, I shall be free and at your service in a moment." These factors handicap every salesperson, and, if present, should be remedied at once. They are causes of failure, and have lost many dollars in sales and driven away many customers.

What Tact Does.—Tact avoids topics which lead to arguments with customers, and never allows salespersons to lose their tempers. It leads a customer from attention to interest, and then to sale. It tells what are the proper arguments to use in making a sale, what suggestions to make, and how to make them so as to assist a customer in making a decision to buy.

Tact a Science of Right Behavior.—Tact requires salespersons to be courteous, interested in customers, and to concentrate the mind on customers and goods in order to find out what is liked and disliked. It tells when arguments are making an impression and when a salesperson is talking too much. It compels talking about the goods at hand, and not about competitors' goods. It tells the proper tactics to pursue when objections are raised by customer. Tact allows salespersons to humor a customer's prejudices

when they are antagonistic to their goods. It is the science of right behavior toward a customer, and the ability to make a customer feel at ease. Tact, in other words, is measured by the efficient handling of a customer from the time the store is entered until the purchase is made, and the customer leaves satisfied.

Place of Personality in Business.—Personality is an important factor in every branch of business, but with the salesperson it is a most valued quality. The real purpose of personality is to appeal to others, and to inspire confidence. It attracts people by producing a pleasing effect. A salesperson with a pleasing personality is one that a customer likes to see and to deal with. Customers will wait several minutes to deal with salespersons whom they like.

Meaning of Personality.—Personality is a winning quality which cannot be definitely defined. It is a power that attracts, but to get results it must inspire confidence and belief. Salespersons may be attractive, but if customers do not place confidence in them, or do not believe what they say about their goods, they cannot be successful. The question arises: What is this something which means so much to every salesperson? Dr. Frank Crane says personality is the vital force which makes a person successful in business, and the lack of which causes failure. This is called by the various names of vim, pluck, go, energy, vigor, personal magnetism, tenacity, zeal, and vitality.

Requisites for Personality.—Personality is something more than proper appearance. It is that which rings true in the voice, which flashes sincerity in the eye, and which reflects honesty in every act and word. It is made of several elements, some of which are health, appearance, expression, voice, tact, enthusiasm, knowledge of goods, honesty, courtesy, self-control, sincerity, and diplomacy.

These Qualities May Be Developed.—Each of these qual-

ities may be developed, and so may personality, which is their combination. They attract and hold the attention of customers, inspire confidence and cause belief in arguments in behalf of goods. Personality is the very foundation of confidence. A salesperson who is able to inspire confidence in customers has a valuable quality for making sales and satisfying customers. Every salesperson should endeavor to develop personality to the highest degree, because upon it depends successful selling and efficient salesmanship.

Proper Bearing to Show Personality.—Salespersons should walk with a firm step, never hesitate in what is best to do, be alert, center their whole interest on customer and goods, never allow indifference to enter into anything they do, carry the head well poised and the shoulders firmly back, look people straight in the eye, and inspire confidence through the tone of the voice, sincerity, and belief in what is said and in the goods. In this case, customers will feel their strength and respond to their commands and suggestions.

A western merchant declares that the personality which wins is the one that carries with it the conviction that the salesperson himself is honest, that he has something to present that he understands, that his goods are made in an honest manner, sold by honest men, that the firm he represents is honest, and above all let him leave the impression that he is there for service.

Importance of Enthusiasm.—No salesperson can make a success without enthusiasm in work. Enthusiasm makes a salesperson devote his whole interest and energy to customer and goods. It banishes half-hearted interest and indifference. A well-known writer says enthusiasm is a wonderful force, ambition is its servant, and knowledge is its tool. Enthusiasm is an inspiration which takes complete possession of the mind to the exclusion of all other thoughts. A salesperson filled with enthusiasm casts aside

artificiality, and seems to move and to act with sincerity and belief in what is being done.

Effects of Lack of Enthusiasm.—Salespersons without enthusiasm cannot expect to be anything except order-fillers. Go into a store and watch the various salespersons at work. Some have a hard, sordid expression on their face, and are indifferent in manners, actions, and words. Some have their interest on other things than customers and goods, and have their eyes wandering about the place, while some have an untidy appearance and move about languidly. Compare them with the real, wide-awake salesperson, with good physique, proper dress, neat and tidy appearance, pleasing and courteous manner, his whole interest and attention upon customer and goods, voice well modulated and ringing with sincerity, confidence in self and in goods, and diplomacy and tact in every move, and you will see the difference between enthusiasm and lack of enthusiasm.

The Order-filler v. the Real Salesperson.—If you were asked to choose the successful salesperson, you would not hesitate. You wonder why members of the first class are kept in an organization. They lose sales and drive away customers. When you realize that salespersons are members of the first class largely through choice, due to carelessness and listlessness, you wonder why they do not arouse themselves, and take on the garb of enthusiasm, an essential quality for successful selling. Enthusiasm is the greatest known power to trample down prejudice and opposition. Many a customer has gone into a store, prejudiced against buying, but has been won over to making a purchase and becoming a permanent customer through the enthusiasm of the salesperson in giving service and in presenting qualities of goods.

Requirements for Enthusiasm.—Enthusiasm in selling rests largely upon absolute faith and belief in goods sold.

Without this, enthusiasm is impossible, as a salesperson is half-hearted in work and uncertain in actions. Enthusiasm is born as a result of knowledge, belief in goods, and confidence. It may be developed, and every salesperson has only self to blame for the lack of its presence. If salespersons do not believe absolutely in the goods sold, a change should be made to selling goods in which they have faith. Not only faith in goods, but also in the methods of the business house represented, is necessary. Faith in goods rests largely upon thorough knowledge, not only of every quality of the goods, but of all the materials of which they are made and of every process in production.

Belief in House.—Faith in a business house rests upon knowledge of its business methods, and knowledge that they are based upon integrity and honesty in dealing with customers and salespersons. Lack of faith in a business house may result from deceit or unfairness. It is a business proposition for a business house to be frank with salespersons concerning its methods of business, so that faith in the integrity of the business will be inspired in every salesperson.

Importance of Sincerity.—Enthusiasm is fostered by sincerity and earnestness. Sincerity is shown in appearance, expression, tone of voice, arguments, and in every word and act. There should be nothing fanciful, no frivolity, no deceit, no pretense, and no gush, but everything should be frank and ring with sincerity. Enthusiasm puts real life into selling talk, and true action into arguments, but in every instance it should be clean-cut. It is the real proof that salespersons really believe that they have something to offer.

Faith in Self.—Added to faith in the business house and in the goods, there should be faith in self. Salespersons who believe in themselves make others believe in them, while those who doubt themselves will cause doubt to arise

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in the minds of customers. Doubt in a customer's mind is directed not against the salesperson but against the goods sold. If there is not faith in self, there can be no enthusiasm about the goods sold, and it will be disastrous in loss of sales. Hugh Chalmers once said that a salesperson might have honesty, health, ability, knowledge of business, tact, sincerity, industry and open-mindedness, but without enthusiasm such a person would be only a statue. That enthusiasm is the white heat that fuses all these qualities into one effective mass. Enthusiasm is a real force in every walk of life, as well as in every phase of business activity. Emerson once said that nothing great was ever achieved without enthusiasm.

QUESTIONS

1. What is tact? Give its relation to good judgment.
2. What are the requirements for good judgment?
3. What are the causes of lack of tact?
4. What are the reasons for faulty judgment?
5. What is common sense? Give its place in efficient selling.
6. What is accomplished by tact?
7. What is the place of personality in selling efficiency?
8. What are requisites for proper personality?
9. What is enthusiasm? Give its place in efficient salesmanship.
10. What are the effects of lack of enthusiasm?
1. What is the difference between an order-filler and a real salesperson?
12. What are the requirements for enthusiasm?
13. What is the relation between sincerity and selling efficiency?
14. What are the effects of lack of faith in self?
15. Why is belief in goods essential for efficient salesmanship?

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CHAPTER X

HONESTY, COURTESY, AND CONFIDENCE

Importance of Honesty in Business.—The keen competition of today has raised commercial standards to a higher level than they ever were before. Business men are honest not because it is right, but because success demands it. The time is past when business men of doubtful or shifting standards of honesty can succeed. Honesty is a decisive force in business. High ideals in business and close adherence thereto are absolutely essential for success. No business obtained by dishonest methods will succeed in the long run. The old maxim, that no trade is a good trade unless both parties profit, holds true today with greater emphasis than when it was first uttered. Honesty goes farther than what a person does; it means what a person thinks, as well. Salespersons know whether or not they are honest, and it should be carefully impressed upon them that honesty is a demand in selling every kind of goods.

Importance of Honesty in Selling.—No salesperson who is not honest merely for the sake of honesty can achieve success. A person should be honest by nature, and not by compulsion. This important quality is necessary in dealing with customers in order to win confidence and trust. It is not the mere honesty of mouth, but the real honesty which prevents taking advantage of misfortune, infirmity, or ignorance. Mr. Knox tells the story of a young man in Marshall Field's store. He had made an excellent record

and was being considered for a prominent position. The manager decided to test him in every way during a period of six months before promotion. They tested him as to his morality, ability, and honesty. They left money lying around in order to tempt him. One day he picked up and kept a fifty-cent piece which was placed in his way in order to tempt him. The promotion was never obtained. Honesty is the best policy, and this is a real foundation for efficient salesmanship.

Effects of Misrepresentation.—Misrepresentation is a form of dishonesty which is commonly found among salespersons. Any misrepresentation of goods in order to deceive a customer will sooner or later react upon the salesperson as well as upon the business house represented. American customers are among the shrewdest in the world. They know values, and do not hesitate to go elsewhere if they find they have been deceived in goods purchased. One goal of salesmanship is satisfied customers. Satisfaction never comes with misrepresentation. It may succeed in making a sale, but it is likely to lose a customer. Deceit may come from eagerness to make a sale, but salespersons should have firmly impressed upon them that it is far better to lose sales than to make them through deceit or misrepresentation.

Deceitful Salespersons and Business Success.—Accuracy of statement concerning qualities of goods is absolutely necessary and essential for efficient salesmanship. The deceitful or tricky salesperson never succeeds. Such persons are trade destroyers, and a burden upon any business. A dishonest salesperson can never succeed or be efficient. When customers find that salespersons misrepresent goods, they go elsewhere. When salespersons are found dishonestly representing goods, it is difficult and almost impossible for them to be recognized again as honest and to regain the lost confidence of customers.

Remedy for Misrepresentation.—The remedy for misrepresentation lies with the customer to go elsewhere, and a customer lost through deceit or misrepresentation can seldom be won back. If it is necessary to misrepresent goods to sell them, it is time to quit, as such a practice cannot continue long without failure.

Truthfulness Is Absolutely a Necessity in Selling.—Some salespersons misrepresent goods in their eagerness to make sales. It is a losing game to act on the theory that it is only necessary to make a sale and to get the money. Many failures occur annually because this practice is followed. A salesperson should never misrepresent, but sell every article for just what it is. Sales made in any other way are not for the good of a business. If a sale cannot be made on honest statements and honest principles, it is far better not made. A salesperson should never under any circumstances deceive, misrepresent, or exaggerate in expressing the qualities of goods. Successful business and successful selling demand that every statement made about goods shall be true. In salesmanship, the square deal and honesty and truthfulness in all dealings with customers are the only methods that produce success.

Effects of Forcing Goods On Customers.—An old conception of a good salesperson was one with the ability to sell a customer a large order of goods which were not wanted. This view of good selling is a relic of the past. It took years to impress salespersons with the fact that it is not good business to force goods upon customers. It is quite possible for a salesperson to sell a customer undesirable goods and overload him. This may give a few dollars in present profits but it is costly in the end. It undermines the business of tomorrow rather than assisting to build it up, and works toward wrecking a business rather than guaranteeing its permanency. Every salesperson should be firmly impressed with the fact that no sale is complete

unless a customer is not only satisfied at the time of purchase but also remains satisfied throughout the time the article is used. Realizing this, no salesperson will try to induce a customer to buy regardless of whether or not the customer is pleased at the time, or whether or not dissatisfaction will later arise. Every effort to make customers spend more than was intended is dangerous, and usually leads to loss of future sales rather than to business-building.

Rule for Selling.—The rule never to sell a customer anything which will not be wanted after it has been taken home and used should be firmly impressed upon every salesperson. Salespersons who think that it does not matter what they sell, as long as they make sales, are not looking out for the interests of customers, of the business house, or of themselves. The only case in which selling customers what they do not wish does not interfere with business is where the business is entirely transient and therefore it is not necessary to give any thought to securing permanent customers. Such stores are the exception, as the average business must rely on customers returning to buy in the future. This being the case, everything should be done to give satisfaction in goods and in service, so that customers will become permanent. Forced sales should never be tolerated, as they work toward the ruin of the business of tomorrow.

• **Advising Customers as to Grade of Goods and as to Quantities.**—A salesperson should be honest with a customer, and speak frankly if the wrong grade of goods is being selected or if the customer is buying in too great quantities. Every customer who is warned against overbuying or buying undesirable goods deeply appreciates the advice, and it causes a lasting confidence in the salesperson.

Duty to Customer Wins.—Five years ago, a new customer

went into a fashionable Fifth Avenue store to buy a suit of clothes. An expensive suit had been chosen when the salesman learned that the customer wanted the clothes especially for a trip that he was about to take. The salesman suggested that another suit, although much cheaper, would prove more serviceable. The customer eventually took the cheaper suit, and on leaving asked for the salesman's card. A friend of the salesman, on hearing what had taken place, reproached him for not making the other sale, as it meant a larger commission. The salesman simply answered that he had done his duty to the customer, and thought it would not be forgotten. A few months later the salesman received a note thanking him for his advice. From that day to this, the customer has bought all his clothing from this particular salesman. Not only this, but several of his friends have become permanent customers.

Meaning of Courtesy.—Courtesy is an attribute which makes friends and gets customers. It is merely a broader term for old-fashioned politeness, and is based upon a desire to please. Seeking to please customers is good business, as it makes sales and increases profits. True, genuine courtesy which counts in selling is part of a person's character.

Requisites.—A pleasant, agreeable, and sincere manner of speech and conduct toward all customers is a requisite for courtesy. Salespersons should be natural in manner, deportment, and speech. The aim of every salesperson should be to make customers feel like guests. This gives a feeling of satisfaction, and such a feeling causes a customer to return.

Courtesy Necessity in Selling.—It matters not how polished, how capable a salesperson may be, nor how great his knowledge of the goods sold, if courtesy is lacking, success will not be what it should be. Courtesy, nevertheless, is more than mere politeness, as it carries with it the idea of

being interested in the welfare of customers. The mind should be centered on the customer and the goods. There should be an earnest desire to be of assistance, and to be accommodating at the expense of the salesperson's ease and comfort.

Courtesy Is Developed.—Courtesy presupposes tact, character, health, and proper appearance. It is one of the most valued assets of a salesperson, is open to all, and may be cultivated. In attaining selling efficiency, there is nothing comparable, nothing which can be substituted, and nothing more productive of greater and more lasting results than a square deal backed up by courteous treatment. A salesperson once well said that if you leave courtesy out of salesmanship, a salesperson is like a ship out of water.

When a Compliment Is an Asset.—The expression occasionally heard. "It is a nice store to do business with," is more than an empty compliment. It is an indication of a valuable asset, and is a sign of success and business expansion. The salespersons are responsible for this compliment. The one factor which played an important part in obtaining it is courtesy.

Importance of "Thank You."—"Thank you." These two simple words, when used with an expression of sincerity and earnestness, have greater weight in causing a customer to return than the average salesperson believes. It is not the expressionless, half-hearted "Thank you" that counts, but the one coming from the heart, filled with sincerity and carrying an impression that it has been a pleasure to serve, that carries weight. There is not one salesperson in twenty who knows how to say "Thank you" properly. Mr. George J. Whelan once remarked that if a bible were ever written for his salesmen, his instructions to say "Thank you" would be the first of the ten commandments. He insists upon the strictest observance of the rule to say "Thank you" to every customer. The salesman who for-

gets is apt to be dismissed. It is a business proposition with a manager to see that every member of his salesforce knows how to say these two little words properly and effectively. . .

Impartiality a Virtue.—A salesperson should always wear a smile. It wins. Salespersons should put their best efforts into selling; should enjoy it, and should show it. The same courtesy and attention should be shown to the poor laborer as to the millionaire, to the purchaser of ten cents' worth as to the buyer of a thousand dollars' worth of goods, and to the looker as to the buyer. A salesperson should make every lady believe that she is the most important customer that day; make her feel that and she will return and buy again. There is not a person in the world who does not like approbation. A salesperson should address a lady by her name and carry out her wishes.

Courtesy in a Salesforce.—A prominent merchant once remarked that he considered courtesy more essential in selling than all other attainments combined. Another said that in his large store with several thousand salespersons only ten per cent. were thoroughly courteous, twenty per cent. courteous to some extent, thirty per cent. indifferent, and forty per cent. at times wholly or partially rude.

Low Efficiency in Selling.—When we realize the significance of this statement, it explains the low efficiency in our salesforces. There is no body of employees so ignorant of the fundamental principles underlying their vocation as salespersons, and in no class is there greater need for training, which would reward both employer and employee with greater returns, than in the salesforce. Every store is known by the kind of salespersons it employs, as well as by the reputation of the goods which it carries, and the former carries greater weight in making sales than the latter.

Courtesy a Habit.—Courtesy, largely a matter of habit,

is acquired through the practice of good manners and consideration for others. The test comes when a customer makes some slighting remark about goods or price. A hasty answer will not make a sale, and is likely to lose a customer. A courteous, decided argument will frequently turn the customer in favor of the goods. Many customers are unreasonable and unfair with salespersons. The only way to treat such people is with courtesy and quiet manners. This is the real test of courtesy.

Proper Greeting of a Customer.—Everyone likes a responsive salesperson, one who is alert, quickly understands what is wanted, and acts promptly. A customer's time is valuable and should not be imposed upon by useless talk. Customers like to be met with a pleasant greeting and a smiling face. It makes them feel welcome, and they are in a more receptive mood for buying.

Important Aim of Salespersons.—Customers are impressed when they ask questions of salespersons and receive bright and intelligent answers. Salespersons should strive to have customers like them, their goods, and their place of business. Efficient salespersons are in their places for business. They make customers feel it, and they are the class of salespersons that customers like, and the ones who increase sales and profits.

Acts of Discourtesy to Be Avoided.—Discourtesy is an important factor in losing sales and in driving away customers.

Laughing or Joking With Another Salesperson.—A salesperson should never laugh or joke with another salesperson while a customer is buying. Many customers infer that the jokes are made at their expense, and leave without buying, probably never to return.

Making Remarks About a Customer.—A salesperson should never make remarks about a customer. The remarks may be repeated, and finally may reach the criticized

customer. It frequently means not only the loss of the trade of the customer, but that of many friends.

General Lack of Courtesy.—A well-known merchant once said that over three quarters of the complaints of customers came from lack of courtesy on the part of salespersons. It is difficult for customers with just complaints to go away angered or dissatisfied, if they are met with courtesy. Salespersons should remember that gruff and surly salespersons will not only drive away but keep away anxious customers.

Indifference.—If salespersons are indifferent in handling customers, it cannot be expected that customers will reach the buying point.

Cleverness in Speech.—Funny speeches, bright remarks, and smart retorts have no place in efficient salesmanship. They drive away customers and decrease the selling efficiency of a salesforce.

Flattery.—Courtesy is not praise or flattery. Praise and flattery drive away many customers, although to a few they may be pleasing. There is as much danger in overdoing courtesy as in being too indifferent. Courtesy requires prudence and care. Salespersons should not be effusive or patronizing in language, and dignity should always be maintained. They should never be silly, commonplace, or frivolous, as such actions are disgusting to the average customer.

Courtesy Should Be Genuine.—Courtesy should be real, sincere, and earnest. As a general rule, there is too much artificiality in the manners of salespersons. An artificial show of manners is one of the most certain indications of vulgarity. Manners should never be displayed; they should show earnestness and sincerity, and should be genuine and natural, and so much a part of a salesperson that they cannot be increased or diminished.

Artificiality Should Be Avoided.—A customer who is wel-

comed with a smile is pleased, while the one who is welcomed with a smirk is disgusted. Greeting customers cheerfully does not mean gushing over them. Cheerfulness is loved by everyone, while gushing does not please any of us. Conceited, pretentious, and affected manners disgust and repel everyone.

Independence of Customers.—Customers never like to do business with gloomy or morose people. They come voluntarily to be served, and salespersons cannot force them to return. Customers are the most independent people in the world. They generally have a number of places where they may buy their goods, and it takes little to persuade them to go elsewhere. Scores are driven away from stores by discourteous salespersons. Customers frequently go into stores to buy, are compelled to wait until salespersons finish a bit of gossip, and then are met with indifference and discourtesy. It often drives thoughts of buying out of their minds, and frequently they leave, never to return.

Gossiping and Selling Efficiency.—Many salespersons act as though it were a trouble to wait upon customers. They answer questions sharply, often sarcastically, and impress upon customers that they are preventing them from listening to gossip from near-by salespersons. Recently I went into a large department store and was compelled to wait fully five minutes until I attracted the attention of a gossiping saleswoman. The saleswoman came over and said in an indifferent manner: "What is it?" I asked for a certain article. The answer came quickly: "We're out," and, without waiting, she hastened back to her companion and started gossiping again. I went out of the store to another, received courteous attention, and made my purchase.

Object of Confidence.—All business is based upon confidence, and when confidence is gone a business enterprise fails. The chief object of confidence is to establish friendly and pleasant relations between business houses and cus-

tomers. Its purpose is to build up a class of satisfied and loyal customers.

Requirements for Confidence.—Confidence demands honesty, sincerity, and a square deal. The salesperson who misrepresents his goods, stuffs his customer's order, or takes any advantage of ignorance, is a destroyer of confidence and a business-wrecker rather than a business-builder. Salespersons should always give a "square deal," and should at all times carefully protect the confidence of the buyer. The secret of convincing customers that goods sold will benefit them is that the salespersons believe it. If salespersons do not believe it, they are in the wrong business, and the sooner they secure another position the better for them and for the business house they represent.

Classes of Confidence.—Confidence, from the point of view of salesmanship, may be subdivided into three classes: Confidence in self, in the goods, and in the house.

Confidence in Self.—Confidence in self may be developed. It is, nevertheless, not a quality that may be cultivated separate and apart from other qualities, but is the natural result of the development of all the qualities necessary for character. One of the most valuable qualities of salesmanship is the ability to have customers place confidence in what a salesperson tells them. This requires a prerequisite of confidence in self. If salespersons have not confidence in themselves, no one will have faith in them. How can they expect to inspire confidence in others if they do not possess it themselves? Unless salespersons have confidence that they can sell what they have to sell, they cannot become efficient in selling. Confidence is based upon sincerity, and unless salespersons impress customers with their sincerity, no amount of talking will cause sales. Salespersons should never lose confidence in themselves, because the moment this is the case they fail in their vocation.

Confidence in Goods.—Confidence in goods comes only through an intimate knowledge of the goods. Intimate knowledge of goods serves to put salespersons at ease in whatever situation they may find themselves. Salespersons should have confidence in their goods, and not be afraid to show it by sincerity, enthusiasm, and earnestness.

Importance of Faith.—Faith is an essential prerequisite to confidence. In order to have confidence in self, salespersons must have faith in what they are selling. Success in selling is best secured with honest goods sold to honest customers by honest methods. Confidence in goods is impossible without a thorough knowledge of them. Salespersons are unable to do efficient selling if they would not buy themselves, provided their positions and those of the customers were reversed.

Overconfidence.—Salespersons should not be overconfident. Overconfidence is something to guard against, as it handicaps a salesperson in selling. Self-confidence should not be confused with conceit. The former is a valuable asset in selling, while the latter is a handicap.

Confidence in Methods of Business House.—Salespersons should have confidence in the methods of the business house that they represent. This necessitates the business house making its salespersons acquainted with its methods. Many business houses make a serious mistake in believing that salespersons should know as little as possible about their methods. When salespersons have doubt about the honesty and integrity of their business house, they cannot possess true confidence. The constant effort of salespersons should be to create in the minds of customers confidence in themselves, the goods they sell, and the business house they represent. This is based, in every case, upon knowledge—knowledge of self, of goods, and of the methods of the business house. The greater the knowledge, the greater is

the confidence. It is a business proposition for every manager to take pains to see that salespersons have an opportunity to obtain the knowledge which is necessary to qualify them for efficient selling.

Effects of "Knocking."—Salespersons should remember that ninety-nine per cent. of the unsuccessful salespersons are habitual and chronic knockers. They knock goods, business, fellow salespersons, and everything except themselves. One fact which should be impressed upon every salesperson who is inclined to knock is that knocking never opens the door of success. The knocker is a business burden, and should be dismissed as soon as possible. Every manager should guard against the chronic fault-finder. The salesperson whose interests lie in criticism is not one to be successful, and is also a disturbing element working against the harmony and the coöperation of a salesforce.

Salespersons Should Avoid Criticism.—Salespersons should never be guilty of criticizing or of talking about the business house they represent, except in the interest of business. If they do not believe in the methods of their house, they should avoid criticism and find another position. Every house expects the salespersons in its employ to give their best interest and thought to making sales. If such cannot be given, efficiency cannot be reached, and the proper success is not attained. Loyalty and confidence in a business house and in its goods are absolutely essential for efficient selling, and where one is lacking, there is a serious handicap to efficient salesmanship.

QUESTIONS

1. What is the importance of honesty in business and in selling?
2. What are the effects of misrepresentation of goods?
3. Why should deceitful salespersons be avoided?

4. What is the remedy for misrepresentation of goods?
5. Why is truthfulness an absolute necessity in selling?
6. What are the effects of forcing goods on customers?
7. What is the relation between courtesy and efficient selling?
8. What are the requisites for courtesy?
9. Show that courtesy is developed.
10. Why is impartiality a virtue?
11. What is the proper greeting of a customer? Give its effect.
12. What acts of discourtesy should be avoided?
13. Why should courtesy be genuine?
14. What is the object of confidence?
15. Give the different classes of confidence.

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CHAPTER XI

MEMORY

Importance of Memory in Efficient Selling.—A good memory is a necessary attribute in a salesperson, and is an absolute necessity for efficient salesmanship. To remember names and call customers by name is as subtle a compliment as can be paid. People like to go where they are known and recognized. They like to have their peculiarities and tastes remembered by those with whom they trade. A saleswoman in a ladies' suit department made herself the most successful one in her department through remembering the tastes and the likes of her customers. Customers wait for her and bring their friends to trade with her. A good memory is indispensable in remembering the location of goods. The patience of many customers has been lost by having a salesperson waste several minutes in looking for an article, the location of which should have been known. Many a sale has been lost, and many a customer driven away, through salespersons not knowing the location of goods. A good memory is necessary to read human nature readily and to remember qualities and selling points of goods. Efficient salesmanship is impossible without the possession of a good memory.

Meaning of Memory.—Memory is defined as the power to recall impressions or memory pictures from the association of ideas, and on the impulse of the moment, and not merely through the repetition of the stimuli which first produced

the impressions. The power by which the mind retains an impression, and recalls it when it desires, may be developed to a remarkable degree. Salespersons' memory of the essentials of their work grows with their acquaintance with the field.

Health and Memory.—Sickness or ill-health in any form affects memory. To exercise the best powers of memory, a person should be in good health. Ill-health often handicaps a salesperson, through its baneful effect in preventing the remembering of qualities of goods, their selling points, or their location. A few days ago I went into a store to buy a certain article. The salesman looked for five minutes, came back and said: "I don't know what is the matter with me. I know we have it, but cannot place it." I said: "You are not well." "Yes," he said, "that is true. I have had neuralgia for the last two days." I said: "That explains your lack of memory." I had to go to another store to get the article, and if I had not understood the case, would have had an unfavorable impression of the salesperson.

Retentiveness of the Brain a Natural Gift.—A mental occurrence causes the formation of a certain nerve path, and when this path is retraced by nervous energy the occurrence is revived in memory. The permanence of the path depends upon the retentiveness of the brain.

Effects of Health and Ill-health.—Whatever quality of retentiveness is given a salesperson by birth is diminished by poor health and tends to reach its upper limit of effectiveness in good health. Salespersons know how much better they can remember in health than in sickness. "Native retentiveness," says Professor Horne, "is practically modifiable by practice though advancing age notably diminishes it." Salespersons may, by practice reach the maximum amount of retentiveness with which nature has endowed them, but this native retentiveness is decreased by

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ill-health, poor food, overwork, lack of exercise, foul air, improper clothing, and worry. (No better requisite for memory may be given than the careful obeying of the physical demands of health.

Limit of Memory.—Nature limits our memory, which cannot be increased beyond our natural endowment. Yet the limit of the possibility of the endowment by nature is rarely reached. It is impossible for a salesperson to acquire more memory than is given by nature, but its working power may be improved by knowing how to care for it, how to keep it down to its task, and how to prevent it from wasting its energy.

Fatigue and Memory.—Brain fatigue greatly weakens memory and may practically destroy it. In fatigue, the brain cells may shrink to half their normal size, and in this condition associations are fewer in number, poorer in quality, slower in revival, and incoherent in relation to each other. Tired salespersons often wonder why it is impossible for them to remember essential things, not knowing that the powers of memory have been impaired by the poisonous toxic impurities. Selling cannot be done efficiently with tired and fatigued bodies and brains. This fact should be remembered by managers as well as salespersons. Anything which wards off fatigue benefits both salesperson and manager. Formerly it was believed that salespersons were the only ones benefited, but by the increase of sales, managers also profit.

Basis of Memory.—Dr. M. Granville states that the natural and only true basis of memory is a well-defined impression. A clear and vivid first impression makes the brain path more prominent and more easily retraced. The first impression should be vivid, definite, and exact. The faculty of accurate observation may be cultivated to a remarkable degree.

Importance of First Impression.—Dr. Oppenheim says

that the great thing in memory training is that the subject of examination should make a well-focused impression upon the mind, that during the time that it is being examined every other thing should be excluded, and that all the mental energy at a person's disposal should be devoted to this one thing and to nothing else.

Organized Methods of Using the Brain.—Brains are the commonest things found among salespersons. Mere ability is so common that it does not attract much notice or consideration. The chief question for salespersons is how best to use the brains which nature has given them. Few have well-organized methods of using their brains. The development of this endowment of nature is absolutely necessary for efficient selling. It requires patient study and hard work, and little is accomplished without these prerequisites. A well-organized method of using their brains is one of the greatest attributes of salespersons, and a necessity in efficient selling.

How First Impression Is Obtained.—Certain conditions must be fulfilled in memorizing, and the better salespersons understand these, the better they are able to develop and control memory. First, the event must last sufficiently long to make a clear and vivid impression. The mind must get a good mental picture, because without the mental picture there can be no memory. Close observation is a prerequisite, and close attention to the object observed is essential. Close observation resulting in making a clear and vivid impression is absolutely essential in remembering faces. Whether or not a person will be remembered and addressed by name in the future depends largely upon the clear and vivid impression made upon the brain when speaking to that person for the first time.

Repetition a Requisite.—Repetition is the second essential. Rehearsing the original impression over and over again develops and emphasizes the clearness of the memory.

Repetitions should not be mechanical; the whole thought and attention should be concentrated upon them. Repetition deepens the original brain-path, and makes the impression more vivid and clearer. In mastering the processes of production of goods, their qualities and their selling points, repetition is absolutely essential to obtain a reliable memory. The development of memory in this case depends upon the vividness of the first impression, and upon attention and thought in repetition.

Importance of Attention.—Attention is an important element in the development of memory. Giving one's whole attention to any fact makes a clearer and deeper impression, and is absolutely essential for reliable recall and accurate remembering.

Memory and Knowledge.—Salespersons, during selling, should have their attention exclusively upon making sales. All their time and energy should be devoted to this purpose. They should go about their business in an intense fashion, with a single purpose and a steadfast determination. The details of goods and the steps of sale should be interesting to every salesperson, and repeated until mastered. Reflection and study should accompany each repetition, so as to improve and to make more reliable the impressions necessary for selling efficiency. A prominent salesperson once well said that a salesperson's memory increased with knowledge of goods, customers, methods of sale, and with confidence in goods and in self. Salespersons who do not center thoughts and attention upon selling dissipate their powers of developing good memories, and the valuable helps that they might gain are lost. The logical outcome is a poor memory and a decrease in selling power. The mind of the salesperson concentrated upon selling works easily and surely. Associations are formed indiscriminatingly, and memory is an ever-present help.

Importance of Proper Forgetting.—An important factor

in a salesperson's success is to know how to forget. If memory is to be developed, a person should know how to forget. "Forgetting," says Dr. Oppenheim, "if rightly managed, means no more than getting rid of waste matter." Distinction should be made, likewise between right forgetting and wrong forgetting. Right forgetting develops the powers of memory, and is a valuable asset in a salesperson. Wrong forgetting places a salesperson in an embarrassing position, causes lack of confidence with customers, and decreases selling efficiency.

Discrimination a Function of a Trained Mind.—Every hour a salesperson receives a great number of impressions. It stands to reason that if all of these were retained and stored up, the mind would be overburdened with a great mass of trivial details. The efficient way is to keep those impressions which are useful in selling, and to discard all trivial ones. The mind should be able to discriminate between the two. The better the mind is trained, the closer the line it will draw between what is important and what is not. The trained mind decides clearly and rationally what it wants to know, and simultaneously it discards all unimportant details which it is not necessary to retain. The mind should be trained to regard the chosen subjects with all possible attention, so as to obtain as clear and vivid impressions of them as it possibly can, and thus it accumulates a store of the memories which assist in selling, and which form a valuable asset to every salesperson.

The Trained Mind and Selling Efficiency.—The trained mind is able to control the brain and to concentrate it upon the work in hand. It banishes worry and care, factors decreasing memory powers and working toward selling inefficiency. The trained mind should be able to pick out the important features in the processes of production, and discard uninteresting and unimportant details. It should be able to pick out the important selling qualities

of goods, and discard unimportant matter which does not carry proper selling conviction. Discrimination is essential in getting the proper impressions to be retained, and these assist in making a salesperson more efficient.

The Efficient Memory System.—Many memory systems have been advocated, but the most efficient—and the rational one from the point of view of salesmanship—is based upon knowledge. Memory is developed by thoroughly knowing the things to be remembered. This method proceeds in a logical way. The salesperson examines an article carefully, having the whole attention concentrated upon it, finds out the important characteristics, tabulates and files them in the mind with exactness and care. A well-arranged order of this kind improves the power of recall and at the same time develops efficient mental habits. This method is the only efficient one in salesmanship, and is far superior to the more unintelligent way of helping the memory by mechanical devices, whether the device is an elaborate mnemonic system or merely tying a string upon the finger. Such devices do not give permanent help and should not be used. A good memory is strengthened and confidence is gained at the same time through a thorough knowledge of oneself, customers, goods, and methods of sale.

Brain Efficiency and Foul Thoughts.—Salespersons, to develop the greatest efficiency of the brain in all its attributes, should carefully guard it from foul and corrupting thoughts, and from unfavorable impulses and associations, as they do their bodies from disease. The foregoing retard mental development, fill the mind with unwholesome impressions, and handicap the development of memory.

Foul Thoughts and Selling Efficiency.—More failures in salesmanship result from impure and undeveloped minds than from any other cause. When the mind is filled with foul impressions, they occupy it to the exclusion of those

needed for efficient selling. When these undesirable impressions have once established themselves, it requires a strong will to cast them aside, and if this is impossible, they exercise their baneful effect during the rest of a person's life. Every salesperson should control the mind through the will and prevent the occurrence of immoral and undesirable impressions; but if they occur, the will should be strong enough to cast them aside. This power is a more valuable asset than the average salesperson believes, and is an essential factor in efficient salesmanship.

Individual Choice and Responsibility.—An efficient memory, in the final analysis, resolves itself into one of individual choice and responsibility. The memory may be filled with impressions which increase selling powers, or it may be filled with impure and harmful thoughts. The credit for the one or the other belongs to the salesperson's individual self. With proper conditions, the development of memory results in one of the most valuable attributes of salesmanship, or it may be a handicap, filled with everything except the essentials for efficient selling.

Basic Factors for Memory.—Memory depends upon two important factors: (1) Making the impressions as clear and as vivid as possible; and (2) combining the separate impressions so that there is a well-marked line of connection and the related impressions are thrown into one group. The latter is called association, and without it memory is impossible.

Association.—Frequently the laws of association are not recognized at the making of impressions, yet they are present. A conversation carried on between a salesperson and a customer is guided by association. The presentation of selling arguments depends largely upon it. Few salespersons know anything of the laws of association, yet they are constantly using them in everyday experiences.

Basis of Association.—The basis of association of ideas is

the principle of contiguity. This may be exemplified in the following manner: 'One fact in memory calls up another, and this another, and so on, giving an unbroken series of remembered facts so that the images flow in a continuous stream: Professor Betts says that each image which occupies the chief point in our mental stream at a given moment is selected out from a hundred others which might have been taken, and it will touch hands in turn with another which is to take its place, picking it out of a multitude of available images. The result is an unbroken series of connected images flowing in a logical and connected order.

Process of Reaching a Desired End.—The mind, by means of association, casts aside wasteful details and reaches the desired end in the quickest manner. Association binds various impressions about an object, and accordingly, when we think of the object, all of its qualities are instantly recalled for immediate use. The faculty of passing over irrelevant matter and reaching the desired end is one of the important characteristics of association. This is not a conscious process. If it were, so much of our time would be taken up with trivial matters that little would be left for final results. The more direct the process becomes, the more efficient it is. Dr. Oppenheim says that the experienced mind jumps over unnecessary steps and saves itself the energy required to go from one connection to another; with one great sweep, it reaches the desired end. The mind of every salesperson should be trained to reach the desired end in each case as quickly as possible.

The Handicap of Ignorance.—An ignorant salesperson blunders through the presentation of the important qualities of an article, wearies the customer, and frequently becomes bewildered in the maze of details which each quality calls up. The statements made regarding goods are often far from true. Such salespersons are wearisome

in the presentation of selling points of goods, and customers feel relieved when they have finished. This method of presenting selling points has no reliability in it. It does not inspire confidence, does not interest or create a desire to possess. Many of our salespersons practice this inefficient method, and are severely handicapped in selling.

Thorough Knowledge and Association.—Thorough knowledge causes the formation of proper trains of association. The most effective qualities of goods follow in proper order and at the proper time. Proper methods of sale unconsciously come when needed. A salesman unconsciously associates certain traits with the facial features and manners of a customer. His memory recalls what is associated with these, and he knows how to handle the customer. Thorough knowledge of goods, methods, and human nature causes the proper train of association and the proper ideas to come at the proper time to meet the particular case.

Requirements of a Good Memory.—The question naturally arises: What constitutes a good memory for a salesperson? The answer is: The best memory is the one which best serves its possessor. A salesperson's memory should be ready and exact, and produce the right thought at the right time. It should supply the salesperson with that which is needed at every instant through the making of a sale. A corollary growing out of this is that in order to have the memory retain the right thoughts for a salesperson, it must be stored with the right kind of thoughts, because memory cannot give back anything which is not first given into its keeping. This demands the obtaining of first impressions of the exact nature required to meet the various steps in selling.

Inefficient v. Efficient Memory.—The best memory for selling efficiency is not necessarily the one which recalls the greatest number of past experiences. Salespersons have many experiences which it is not necessary for them to

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retain, because they are never of service. These are useless, and should be forgotten as soon as they occur. If they are retained and are subject to recall, it is an extra burden upon the brain. The important thing is to have the mind trained to separate what will be of service and important in the future from what is useless, and to be able to retain the former and forget the latter.

Effects of Trivial Details.—Frequently a customer meets a salesperson filled to overflowing with details about goods, but of such a trivial nature that they do not interest or arouse one's desire to possess. There is a feeling of relief when the salesperson finishes with the reiteration of the uninteresting mass of details. Again, a salesman is met who is able to present in clear, forceful language, and in an interesting way, a few chief qualities of goods, or one or two interesting things about their production. The customer feels impressed with the salesperson's knowledge, and there is created not only interest in the goods, but oftentimes a desire to possess them. This presentation is what is needed in selling and what adds to the selling efficiency of every salesperson.

Need of Specialized Memory in Selling.—A salesperson's memory, to possess the greatest efficiency, should discard not only the worthless and trivial and retain the useful and helpful, but should be a highly specialized memory. It should minister to the particular needs and requirements of the salesperson. It should be faithful in dealing with thoughts which are absolutely necessary in selling. It is true that salespersons should recall many things outside of selling, but their chief concern and most accurate work should be along the path of everyday selling. Recall of faces, names, and characteristics associated with the features of individuals and remembering processes and selling qualities of goods, requirements for each step of sale, prices and location, and associating these with goods so

that as soon as a particular article is asked for these are recalled in the order needed, are absolutely necessary in efficient salesmanship. A good memory is one which quickly and accurately recalls all of the important ideas at the proper time and in the proper order, as needed. This is a valuable asset to a salesperson, and to have such a memory should be the aim and goal of everyone engaged in selling.

QUESTIONS

1. What is the importance of memory in selling efficiency?
2. What is the relation between health and memory?
3. What are the effects of ill-health upon memory?
4. What is the basis of memory?
5. What is the importance of first impression?
6. What precautions should be taken in repetition?
7. What is the importance of proper forgetting?
8. Why is discrimination a function of the trained mind?
9. Outline an efficient memory system for selling.
10. What is the relation between brain efficiency and foul thoughts?
11. What are the basic factors for memory?
12. What is association? Give its use in selling.
13. What are the requirements of a good memory?
14. Why is a specialized memory needed in selling?
15. What is the difference between an efficient and an inefficient memory?

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CHAPTER XII

IMAGINATION

Importance of Imagination in Selling.—Imagination is not, as many salespersons believe, a process of thought which deals chiefly with unrealities and impossibilities and is chiefly for the purpose of amusing them when they have leisure and time to follow its ramblings. It is, on the contrary, an absolute necessity in selling, for without it efficient salesmanship is impossible. Imagination is an important factor from the time a customer is first approached until a sale is made. Imagination is necessary in reading a customer's character, associating it with a type of character, and choosing the method of handling that will please and lead to a sale.

Examples of Its Use.—Imagination is required in deciding whether or not an article is suitable for the use desired by a customer. Frequently it is necessary to picture a room and fittings to decide whether or not an article will harmonize with surroundings. Often it is necessary to picture a dress, and decide whether or not a certain color will blend. Again, a saleswoman is often called upon to picture the customer in a dress and decide whether or not a certain article will be becoming. • Innumerable instances may arise where imagination is absolutely indispensable, and without it a serious handicap exists.

Need of It in Analyzing Lost Sales.—Imagination is a requisite in analyzing methods of handling customers. If

a sale is not made, what is the reason? Was it the fault of the salesperson? Is there any other method which might have led to sale? These are a few of the questions which require careful study every time a sale is not made.

Purpose of Analyzing a Sale.—If salespersons would pay more attention to analyzing the reasons why sales are not made, in a short time they would discover many of their weaknesses, and by remedying these could easily increase selling efficiency. To be able to do this requires a good imagination. If a sale is successful, how was it made? Was the case any different from an ordinary sale? Was there anything new introduced which would be of service in handling future customers? All these considerations are useful in increasing selling efficiency, and require a good imagination.

Needed Practice.—If salespersons would spend half an hour each day in analyzing failures in making sales and in finding the reasons therefor, it would be time profitably spent. How many salespersons pursue this practice? It should be emphasized with salespersons as one of the best habits they could possibly develop. Managers should insist that salespersons follow this practice on account of its close relation to selling efficiency.

Images and Imagination.—Images are the materials out of which imagination has to build its structures. Professor Betts says that nothing can enter the imagination, any more than it can the memory, the elements of which have not first come into our experience and then been conserved for future use in the form of images. A person cannot imagine a thing which is absolutely new and original in all its parts. The parts may have been changed somewhat, or may be combined differently from the way they originally were, but essentially they are the same. Color means nothing to a person who has been blind from

birth. This does not mean that imagination cannot construct an object which has not been established as such in past experience, because such is its work.

How Imagination Works.—Professor Betts says that imagination takes the various images at its disposal and builds them into structures which may never have existed before and which exist now only as structures of the mind. In the new structures there is not a single element which is not familiar to us in the form of an image of one kind or another. It is the form which is new, but the material is old. The individual power in imagination consists in being able to see the old in new relations, and thus constantly building new structures out of old material.

Classes of Imagination.—Imagination may be divided into two classes, reproductive and productive. The first class recalls images of past experience, and the second combines past experiences in new forms. This is not done by creating new elements, but by arranging existing elements in new ways. The first class is closely allied to memory, while the second depends upon our constructive ability in taking elements from past experience, and combining them in new ways to produce new things.

Its Importance in Selling.—A good memory and a good constructive ability are two essential factors for a good imagination. A salesperson without imagination is only an order-filler. How often during a day must a salesperson construct a new manner of treatment of customers from past experiences? Arguments must be changed for almost every customer. The salesperson must construct a new line of argument, with new variations with almost every sale. No two customers are alike, and in order to make the desired impression, often must selling points be presented in a dozen different ways during a day. A salesperson, in making a sale, is required to arrange old

elements in new ways to meet various situations. This not only requires / a good memory, but demands a quick and ready mental activity and good constructive power. Salespersons should be thoroughly impressed with the close relationship existing between imagination and successful selling.

Imagination Is Acquired.—The imagination essential for efficient selling is acquired largely and is not a natural gift. This being the case, there is little excuse for any salesperson not possessing the imagination that will assist in selling. The question arises, How may the imagination be cultivated? The first essential is thorough knowledge. The more thorough a salesperson's knowledge, the larger the stock of images on hand for future use. A thorough knowledge of human nature, goods, and methods of sale are absolute prerequisites for a good imagination. This furnishes the required number of images from which must be drawn materials for building the line of attack for every customer.

Control of Will a Necessity.—The imagination should not only be trained carefully, but should always be kept healthy and under reasonable control of will. Such an imagination will not only assist in a salesperson's work but will add greatly to joy and pleasure during hours of leisure, rest, and repose.

Proper and Improper Images.—It is important to have a supply of the proper kind of images to give pleasure when not at work. The brain should be fed like the body. Its food should consist of the widest range of knowledge within one's reach.

Companions and Reading Matter.—Salespersons should choose good companions, meet different classes of people, observe carefully, and use the selective faculty in picking out the best in them. They should make companions of good books, good magazines, and good newspapers. These

furnish a fertile field in which to gather images upon which imagination works.

Effects of Immoral Ideas and Thoughts.—Salespersons should be careful to keep their thoughts and secret contemplations pure and clean, and absolutely refuse to think of immoral things, because these are as disease to the fertile ground of the imagination, and may partially or even wholly destroy it for efficient selling. A diseased imagination causes immoral images to arise continually in the mind, and is a handicap to every salesperson. Many salespersons owe their failure and downfall to diseased imaginations. If salespersons wish to reach the greatest possible selling efficiency, they should protect their minds from foul thoughts as carefully as they protect their bodies from poisons. Wholesome thoughts during hours of leisure and proper thoughts and images during hours of work are essential for a good imagination.

The Imagination Needed in Efficient Selling.—Selling has its peculiar kind of imagination. The building of new structures is practical and creative. The requisites are a good supply of images, and the ability to analyze quickly present conditions and to arrange elements of past experience to meet a particular case successfully. This constructive faculty of the mind cannot be directly trained; on the contrary, its training must be indirect. The development of a careful analytical habit of observing is a necessary prerequisite. General development of the mental faculties assists in developing imagination. Thorough knowledge of goods, of human nature, of methods of sale, and of self is an absolute essential. The foregoing, with a discriminating mind capable of exercising good judgment and developed to think quickly and decide without hesitation, gives the necessary requirements for a creative and constructive imagination adapted for selling efficiency.

QUESTIONS

1. What is the place of imagination in selling?
2. What is the importance of analyzing lost sales?
3. Why should salespersons analyze successful sales?
4. What is the relation between images and imagination?
5. How does imagination work?
6. What are the classes of imagination?
7. What are the essentials for a productive imagination?
8. Show that imagination is acquired.
9. Why is control of will a necessity?
10. What is the effect of immoral ideas and thoughts on the imagination?
11. What is the relation between reproductive imagination and memory?

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CHAPTER XIII

EXPRESSION

Efficient Salesmanship and Good English.—Efficient salesmanship demands careful attention to the language used in conversation with customers. Every salesperson should speak correct English. Conversation should be free from slang and grammatical errors. Not only do thousands of persons use bad English, but they are so ignorant of good English that they do not know their own lack of ability to speak correctly. The more educated the customers, the more dangerous is the use of slang or bad English. Bad English not only irritates many but attracts the attention which should be given to arguments and goods. Frequently sales are not made because no response is given to the arguments, owing to bad English distracting the attention. Bad English drives away trade, and every manager should take special care to see that salespersons are able to speak good English.

Education for an Efficient Salesperson.—It is not necessary to possess a college education to become an efficient salesperson. Nevertheless, it is essential to have a good general education. No salesperson should be allowed to represent a business house and sell goods without the ability to speak correctly. Salespersons, by a little study, can easily improve their English. Bad English is often the result of habits of youth. Many parents do not take proper care to have their children speak correctly and, as a result,

habits of expressing themselves in bad English are formed. Such being the case, when boys and girls enter stores they have acquired habits of speaking incorrectly, and it requires much study and care to correct these bad habits. Once correct habits of expression are formed, a salesperson uses correct English unconsciously, and it is not necessary to pay any more attention to it.

How to Improve the Vocabulary.—The increasing of a person's vocabulary is of the greatest importance, and should continue as long as interest is taken in life. This may be done by reading good books, and by the frequent use of a dictionary. Next to the Bible, the book most used should be the dictionary. Everyone should have one in an easily accessible place, and every time a word is heard or read, the full meaning of which is not understood, the dictionary should be consulted. The practice of carrying a little book, and noting words heard or read, the meaning of which is not known, and looking them up in a dictionary at the first opportunity will increase a salesperson's vocabulary in a short time, and be the means of making a better conversationalist.

Demands of Business English.—Mispronounced or wrongly used words are noticed quickly in conversation with salespersons. These, as well as bad grammar, are often used to judge a person. If at any time a salesperson is not absolutely certain of the exact meaning of a word, or its correct pronunciation, the word should not be used. Salespersons should always strive to pronounce words correctly, and to use them with their proper meaning. Good business English is simple English—English that is easy to read and understand. The English language is so complex and words have so many different meanings that extreme care should be exercised in their use. Simple words are always understood and should be used whenever possible. There is a certain meaning which a salesperson

wishes to impart. The words chosen should impart this meaning forcibly, and in a way that will be clearly understood by a customer. If customers have to use their energy to understand words, so much attention is lost and there is the likelihood of not making the proper appeal and of losing a sale. The ability to put selling points in simple, clear, and forceful language, easily understood, and carrying conviction, is a valuable asset in a salesperson, and is essential for efficient salesmanship.

Expression of Arguments with Different Classes of Customers.—Salespersons should study the different classes of customers and be able to express selling points in a language that is easily understood. The language which would make the greatest appeal to a clergyman would not perhaps be best with a laboring man. What are the different classes of customers to whom goods are sold, and what is the best language to use in presenting selling arguments to each class is an important consideration for every salesperson. This should be ascertained by the manager. It is the duty of a manager to study the classes of customers and to coach salespersons in the proper language to use to express selling points so as to carry conviction. This requires the careful attention of the manager as well as careful study by the salesforce, and hearty coöperation between the two will improve in a short time the presentation of selling points.

Danger of Talking Too Much.—More salespersons are guilty of talking too much than too little. It would greatly shock many salespersons if they were to learn that their talking drove away customers and lost sales. Salespersons' words should be few, well chosen, and to the point. This does not necessarily mean that only goods should be talked, but unless a customer seeks outside information, it is poor taste and poor salesmanship for a salesperson to give it.

Importance of Knowledge of Current Events.—Frequently a customer asks questions about current events. Everyone likes to see a person familiar with the leading events and questions of the day. Answers should be intelligent and give what is asked in a few well-chosen words. Such answers create a favorable impression and frequently put a customer in a more receptive mood for arguments in favor of goods. There is a tendency to create a feeling of confidence in the salesperson, because everyone likes knowledge and a display of knowledge in one case often leads to confidence in the salesperson's arguments. Salespersons should make a habit of carefully reading the daily papers, and of being thoroughly conversant with the leading events of the day. A golf enthusiast asks about a recent golf tournament. An intelligent answer will make the customer feel at ease and therefore more ready to pay attention to what the salesman has to say about goods. A salesperson should be able to answer questions in words well chosen and to the point.

What to Be Avoided in Conversation.—No salesperson should engage in monologues. They weary the mind and distract the attention. Jokes, funny sayings, and trifling remarks are never made by the efficient salesperson. They have no place in making sales. Witty sayings and silly jokes have driven away customers and lost sales. If a salesperson wishes to indulge in them, let it be done in the presence of friends outside selling hours, but never while selling goods. Slang and swearwords have no place in the language of an efficient salesperson.

The Old Salesman v. the New.—It was thought to be an important quality of the old-time salesman to be able to tell a good joke, usually of a suggestive nature. He frequently made a liberal use of slang, and thought it necessary to emphasize selling points by means of profane or blasphemous words. The new salesmanship has put a ban

on these, and recognizes in them the means of losing customers and sales. The manager of one of New York's largest department stores recently said that now we have an entirely different species of salesman, so different that we haven't got our ideas adjusted to him yet. He is clean-cut, aggressive, intelligent, well-posted, positive with the confidence of self-control, temperate, and with equal interest for his house, his customer, and himself. The more simple and to the point the language of salespersons, entirely devoid of jokes, swearwords, slang, and witty sayings, the more efficient will they be in selling.

Sight and Selling Efficiency.—The eye is the most important organ of the human body, and for its conservation little is done. The conservation of the eye means the prevention of accidents, and the amelioration of all conditions which tend to the destruction or the impairment of eyesight. The improper use of the eyes causes injury to the eyes themselves, and through producing illness greatly decreases selling efficiency. The loss of sight renders a salesperson absolutely worthless, while the least impairment of sight affects selling efficiency. Lack of good eyesight is a more or less serious handicap to every salesperson.

Effects of Eyestrain.—Professor Fisher says that eyestrain is a particular evil of civilization. It causes brain fatigue and has a direct bearing upon selling efficiency. Headache from eyestrain is a common ailment with salespersons. It may be due to improper light in the store, to careless use of the eyes elsewhere, to imperfection of vision where glasses are necessary, to the use of improper lenses, to the use of the eyes when the mind is fatigued, or to ill-health. An eye specialist should be consulted if a salesperson suffers with serious headaches without apparent cause.

Importance of Expert Advice.—Expert advice is often absolutely necessary in the care of eyes. Frequently, head-

aches at once disappear if vision is made perfect by the use of proper glasses. Headaches may occur with those who wear glasses. A visit to an eye specialist often shows that they are caused by improper lenses. A change gives proper vision without strain, and the headaches disappear. Salespersons should be made to realize the importance of proper care of the eyes, and the need of consulting a specialist if any suspicion of any trouble exists. When vision is good, every precaution should be taken not to strain the eyes unnecessarily, and to keep them strong and perfect as long as possible.

How to Care for the Eyes.—The eyes may be kept well and sound by attention to the general health and welfare of the body. Professor Sedgewick says that work, play, rest, sleep, muscular exercise, wise eating, the regular elimination of wastes and all other general hygienic habits help to keep the eyes sound and strong, but besides these, posture in work, lighting, paper, printing, dust, cinders, smoke, acid fumes, traveling, sightseeing, and many other conditions have their effect. If salespersons would bathe their eyes with warm water every evening just before retiring, and with a solution of boracic acid twice a week, it would be beneficial and would help to keep the eyes well and strong.

The Eye a Factor in Personality.—The eye is an important factor in personality. A shifting, restless gaze produces a bad impression, while a firm honest gaze inclines a customer in a salesperson's favor. When salespersons are speaking to customers, they should look them straight in the eye. They should not stare, but look steadfastly as though they believed every word they were saying. A person who seldom meets your gaze and avoids looking you in the eyes is usually one to be avoided. Such a person should never go into the selling profession. It is a business proposition with managers to see that their salespersons look

customers straight in the eye, as everyone who does not, represents a loss through loss of sales and customers.

Necessity of Studying Eyes of Customers.—The eyes usually express the thoughts of customers. Salespersons should carefully follow and study the eyes of their customers. The eyes usually tell whether or not the proper selling points are being presented, and whether or not they are being properly received. The eye portrays many qualities of a customer's character. Through having a knowledge of character reading, much may be learned, by a careful study of the eyes of a customer during the first greeting, as to the best method to follow in the handling of the customer. Every salesperson should keep the eyes on the customer during a sale and note any evidence of favor. The efficient salesperson can tell by carefully following the eyes the proper time to make suggestions in order to make the customer decide to buy the goods.

Hearing and Selling Efficiency.—Salespersons should pay strict attention to what customers are saying, so as to hear distinctly every word spoken. It is annoying to be constantly interrupted by a salesperson asking what has been said. Accuracy of hearing is almost as valuable as accuracy of seeing. The partial loss of hearing is a serious handicap to a salesperson, and total deafness is almost as bad a defect as blindness.

Care of the Ears.—Besides special attention to the general health and welfare of the body, there is little that each individual can do for the ears. It is a bad habit to pick with anything pointed the wax secreted by the glands which guard the entrance to the eardrum, as there is always danger of piercing or otherwise injuring the drum. If wax should collect, or trouble be suspected, a physician should be consulted. Catarrh of the throat may easily extend to the Eustachian tube, inflaming it or choking its outlet.

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This may interfere with hearing and, if not treated, result in partial loss of hearing. On any recognition of incipient deafness, a salesperson should consult a physician.

Articulation and Pronunciation.—Salespersons should speak clearly and distinctly, with good articulation and correct pronunciation. They should study the elementary principles of articulation and pronunciation. It is absolutely necessary to speak slowly and distinctly, so that a customer will not have the slightest difficulty in hearing every word spoken. Salespersons should practice at home by reading aloud and having members of the family or friends criticise them. A little practice in articulation and in getting the proper tone of voice will soon make an improvement. The voice should never be louder than that of a customer; if so, it may attract attention from the arguments put forth. It does not matter what is said by a customer, the voice of the salesperson should never be raised. It is in bad taste, and leads to selling inefficiency. If the voice is too high, it shocks the ear; if too low, it makes listening an effort, and wearies attention.

Proper Voice for Salespersons.—The voice is an important factor in efficient salesmanship. Many salespersons are seriously handicapped by high-pitched voices. Frequently a little pains in training will overcome this defect which impairs selling efficiency and often causes failure. There is a magnetism in a rich, low, well modulated voice which expresses respect for customers, and this goes far toward securing attention and interest. Salespersons should take special pains to cultivate a voice with expression in it. They should make customers feel by the way they address them that the welcome they extend comes from the heart and is not merely an artificial one. This comes largely from the voice and the manner in which the greeting is given.

Sincerity in the Voice.—Salespersons should cultivate the

power of throwing sincerity into their voices. A voice may be a handicap in carrying selling arguments, or it may greatly assist. Salespersons should train their voices in order to show absolute belief in the arguments put forth. There is a natural impressiveness of voice and manner which compels attention and carries conviction.

Any Impediment in the Voice a Handicap.—Lisping is a handicap which is fatal to salespersons. No salesperson who lisps can make a success. Any impediment in the voice is a handicap. Attention is attracted to it rather than to what is said. If an impediment cannot be removed, the person should never choose salesmanship as a profession. A nasal twang, a brogue, or any peculiarity in the voice interferes with efficient selling, and if success is to follow, it must be remedied. It takes little out of the ordinary to distract attention from the goods sold, and thus interfere with efficient selling.

How Distinctness of Voice Is Attained.—The voice should be loud enough to be heard by the customer without difficulty, and the words should be clearly enunciated. Salespersons who drop off final syllables, slur consonants, run words together, or talk without using their lips or opening their mouths are hard to understand. It often requires considerable conscious effort to pronounce each syllable in a word distinctly, but the resulting clearness is worth the strenuous effort. One of the great causes of poor enunciation is too rapid talking. A fairly slow delivery is preferable, because the words can be more easily understood, and because it gives a salesperson the appearance of being more careful and accurate in presenting arguments. Great rapidity in speech may be due to nervousness or inexperience; whatever its cause, it is usually fatal to distinctness.

Habits of Speech to Be Avoided.—A pleasing tone of voice is of great importance to salespersons, and its cultivation

should not be neglected. A harsh or rasping voice is disagreeable to hear, and no salesperson can afford to offend a customer in this way. An unpleasing voice may be the result of some physical defect, but more often it is caused by sheer carelessness. In most cases, a little practice will produce a great improvement. A common fault is the habit of drawling out another sound between words, and the constant repetition of this is distinctly annoying. This is usually caused by an attempt to fill in a gap while groping about for the next word. The best way to correct the fault is to be so familiar with the arguments presented that there is no gap to fill.

The Proper Voice.—The voice should be clear, distinct, and have a pleasing cadence. A clear distinct voice reaches the ear quickly, and words distinctly spoken are easily understood. The voice should be positive, pleasing in tone, and well modulated, and then it charms. To offend the ears of a customer with a harsh tone of voice or meaningless sounds is not conducive to efficient selling.

Proper Carriage and Speech.—The first step to be taken in cultivating a distinct and pleasing voice is to acquire the habit of standing correctly. Under the treatment of bearing, it was said that the body should be kept erect, head thrown back, and shoulders rolled back. This position is best because it is the most graceful and gives a salesperson the greatest command of the vocal organs. Stooped shoulders and a bowed trunk contract the lungs and diminish the supply of breath, while a bent neck renders the cords of the neck less controllable.

How to Develop a Proper Voice.—Thought and study are as essential in the training of the voice as in the mastery of any subject. A natural voice is not usually pleasing; it becomes so through cultivation. Salespersons should make a careful study of their voices. Self-analysis is of the greatest importance. Is there any handicap in the

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voice? If so, what is best to do to rectify it? Much training may be done by salespersons unaided by instructors. If a salesperson would read a book or two on voice culture, a little study would make an improvement in the voice in a short time. Few salespersons are so insensible to the qualities of sound that they cannot detect harshness in their own voices, providing that they give the matter their attention. It is not enough for salespersons to watch their voices while serving customers; they should be watchful in all conversation. The services of a good instructor are invaluable, but at best they can be only auxiliary. All improvement must come from the efforts of salespersons themselves.

Effects of Mannerisms and Nervous Habits.—Salespersons should realize that mannerisms in dress, speech, or appearance distract the attention of customers. Mannerisms in any form have no place in efficient salesmanship. All who expect to become efficient in selling should carefully study themselves to see if any mannerism exists, and if so, they should correct it as quickly as possible. There are many unpleasant nervous habits—such as sniffing, coughing, spitting, or keeping the hands in motion—which irritate customers. They should not be allowed to exist, and salespersons should study themselves to see if they possess any such habits and, if so, should correct them at once. Sometimes it is difficult for salespersons to analyze themselves. Then they should go to friends in whose judgment reliance can be placed, and ask their candid opinion. Mannerisms and nervous habits attract attention and irritate many customers. The fewer of these existing in any salesperson, the greater the chances of increased efficiency in selling. It is the duty of managers to eliminate mannerisms and nervous habits through a careful study of their salesforce and by giving advice and remedies for correction.

QUESTIONS

1. What is the educational requirement for an efficient salesperson?
2. How may the vocabulary be improved?
3. What are the demands of business English?
4. What is the limit of talking?
5. What should be avoided in a conversation?
6. What is the relation between sight and selling efficiency?
7. What are the effects of eyestrain?
8. How should the eyes be cared for?
9. What place has the eye in personality?
10. What is the necessity of studying the eyes of customers?
11. What is the relation between hearing and selling efficiency?
12. What is the importance of articulation and pronunciation?
13. Name mannerisms which interfere with efficient selling.
14. What are the effects of impediments in speech? How may they be overcome?
15. How may defects of voice be corrected? What habits of speech should be avoided?

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CHAPTER XIV

KNOWLEDGE

Knowledge of Goods Assists in Selling.—Knowledge of goods is an absolute essential for efficient selling. A salesperson should know goods from the standpoint of manufacturer, customer, and competitor. Knowledge of goods inspires confidence on the part of customers, and places them in a more receptive mood to receive arguments as to why goods should be purchased. When customers are convinced that salespersons know what they are talking about, sales are half made. A salesperson may be magnetic, have a good personality, know how to handle customers, and be a master of the art of carrying customers through the different stages of a sale, but will attain no high selling efficiency without a thorough knowledge of goods. If salespersons have any doubt about their goods, it shows in speech and manner, and they will not inspire confidence in customers. At the same time, knowledge of goods without anything else is of little account in selling. Many salespersons make dismal failures, yet they have a most intimate knowledge of their goods. Successful selling makes many demands upon a salesperson, and cannot be attained unless all are present to the proper degree.

Requisites of Knowledge of Goods.—Knowledge of goods should include a mastery of the raw materials out of which they are made, the processes of manufacture, and their uses.

What Should Be Known of Cotton Goods.—Take the case of cotton goods. The salesperson should make a study of raw cotton, and know the countries where grown, how planted and cultivated, how gathered and how ginned. In manufacturing, a salesperson should know weaving methods, precautions used in weaving which increase quality, dyes used, and processes for color work; and if figured cottons are sold, how they are made. The whole story from field to counter should be known. The foregoing information is a salesperson's capital. It should always be ready when occasion arises for its use.

Early History of Silk.—Take another case, that of silk. The salesperson should be able to start with the silkworm. Silk is the natural product of various species of moth. The distinctive characteristic of these moths is their habit of protecting themselves while in the chrysalis state with a fibrous covering or cocoon. Some of these moths make cocoons which are mere threads of gummy substance not possessing continuity or tensile quality, while others spin around themselves continuous threads of fine and lustrous fiber. The latter are the real silkworms. These little fibers of silk, if spun together, make a compact thread. The threads are so tenacious and flexible that they unite in fabrics of impenetrable density, and are impervious to light, moisture, or heat.

The Commercial Silkworm.—Silk moths of many varieties are found in many parts of the world. The cocoons of the moths in the northern and southern temperate zones are valueless from a commercial standpoint. In the jungles of the tropics are found many of the commercial varieties. Under favorable conditions it is possible to breed and grow the commercial silkworm. In many countries many people are employed in rearing the moths for their silk. In external appearance the little fiber of the cocoon is a solid thread resembling a glass rod, but in reality it is made

of three parts which surround a tube in the center. The tube is filled with a fatty material which assists in preserving the flexibility of the silk.

Burning Test for Silk.—Silk, the most precious of all fabrics is often adulterated with cotton, wool, flax, and jute. One simple test of its purity is in burning. Pass several threads of silk through a flame. The vegetable fibers burn quickly, but the silk curls up and emits a strong odor like that given off by burning hair. If wool is present, then an odor of sulphur is detected.

A Simple Chemical Test.—There are many methods of detecting by chemical analyses fibers other than pure silk in a piece of goods. Take a piece of silk, boil it in an aqueous solution containing ten per cent. of hydrate of soda. In a short time the wool and silk are dissolved, while the vegetable fibers remain. Pour the whole upon a cotton filter. Wash the undissolved matter with hot water, afterwards with water acidulated with five per cent. of hydrochloric acid. If the residue is black or discolored, add a few drops of chlorine water. Test the alkaline filtrate for wool with acetate of lead. If a white precipitate forms, silk alone is present, but if a black, wool is indicated. With a little trouble many very interesting things may be learned about how a silk farm is conducted, about spinning, processes in dyeing, and dyes used. Silk salespersons should know the various kinds of silk, why one grade is more valuable than another, and the wearing qualities of the different grades. This gives a slight idea of how interesting a careful study of silk must be, and it is quite apart from the value of the knowledge gained.

Means of Obtaining Knowledge.—Every commodity has a most interesting story woven around it, from the time of the growth and production of the raw material, through the different processes of production, until it is finished and ready for use. The question arises, How may this

knowledge be obtained? Many books are published explaining raw materials and the various processes of production. Magazines of various kinds devote much space to explaining methods of manufacture. Visiting factories and closely observing the processes of manufacture is an important way of gaining knowledge of the making of goods, and is one to which every manager should give more attention. It is advisable, wherever possible, for salespersons to spend some time in the factory where goods are made, so as to master every detail in their making. The more general this knowledge in a salesforce, the greater will be its selling efficiency. It requires the fullest coöperation of manager and salesforce.

Duties of the Manager.—Managers should have specialists study goods carefully and write interesting pamphlets for distribution among salespersons. A valuable aid is the illustrated lecture. It is not difficult to obtain slides illustrating raw materials and processes in the production of goods. A good lecture assisted by slides will be most instructive as well as interesting. Salespersons in a business house should not be depended upon to gather information about goods, but should be assisted in every way by the manager.

Knowledge of the Uses of an Article.—The mastery of the uses of an article is an absolute essential. What is the article used for? What will it do? What will it not do? How long will it last? Why is it better than others? All this information is necessary in order to advise a customer in selection, and in assisting to decide whether or not an article will give satisfaction throughout its use. Salespersons should be able to show the benefits to be derived from the uses of goods. They should study carefully special features and uses, and be able to select those which will appeal with the greatest force.

Importance of Expressing Selling Points in a Convincing

Manner.—An intimate knowledge of goods avails little unless salespersons know how to express the salient facts in a convincing manner. The ability to describe or talk goods in a way to arouse interest, create desire, and decide a customer to buy is essential for successful selling. Many salespersons with an intimate knowledge of goods fail because there is lacking the ability to express the selling points in an interesting and convincing manner. A salesperson with an intimate knowledge of goods but without the ability to express himself in an interesting way is as badly off as the one with only a pleasing voice and nothing back of it. The commercial value of what salespersons know is dependent upon their ability to tell it properly to customers. If salespersons do not know how to talk about their goods in an interesting and convincing manner, they cannot be successful in selling.

Location of Goods.—A salesperson should be familiar with the exact location of every article sold. The other day I went into a store and asked for a certain article. The salesman started, stopped and admitted that he did not know where to find the article. After a little looking he went and asked another salesman. He took some five minutes to look for the article, and I became tired of waiting. Hundreds of such instances occur every day in our stores. It causes to arise in our minds a doubt in the ability of the salesperson. As a result, it matters not what is said, there lingers in the mind the fact that the location of the goods was not known, and that prevents many of us from putting full confidence in the arguments put forth in favor of the goods.

How to Make Knowledge of Location a Habit.—Every salesperson should make exact location a habit. As soon as an article is asked for, there should come into the mind its exact location. With new goods, pains should be taken to connect the goods with their location, so that they and

their location will be so closely associated in the mind that the mention of goods will cause their location to come at the same time. When goods are changed, a little pains should be taken to form the habit of thinking of the new location when customers ask for them. It is the duty of the manager to see that salespersons know without any doubt the exact location of goods.

Reasons for Price Should Be Known.—Salespersons should know the manufacturing costs of their goods, and be able to give reasons why it is necessary to charge the price. They should know and be able to explain why one grade costs more than another.

How to Meet Objection to High Price.—Salespersons should always be ready to meet the assertion that the price is too high. This may be necessary several times during a day. If the objection is made and is properly met, it may be converted into an advantage for the salesperson. By explaining the quality of materials used, and the workmanship, an objection of this kind may be used to the advantage of the seller.

Knowledge of Competing Goods.—Salespersons should have a thorough knowledge of competing goods in the field. They should know their processes of production, the character of materials entering into them, and everything about their qualities, because this information may be needed in order to show the superiority of their own goods. Salespersons should take every opportunity to read the literature gotten out by competitors, explaining the chief qualities of their goods. It is a duty of the manager to supply salespersons with such literature and to emphasize the necessity of a careful reading of the same. Prices of competitors' goods should be known and, if cheaper, the reasons why. There never should be any hesitation about reasons why competitors sell goods cheaper.

How Such Knowledge Assists in Selling.—Promptly an-

swering questions about competitors' goods, and bringing out forcibly and clearly the corresponding qualities in one's own goods, cannot help but convince customers of mastery of goods, and confidence is gained in arguments used. This assists in selling, and wins many permanent customers. The knowledge should not be used to boast of one's own goods over competitors', but should be used to ascertain what qualities to select in own goods, and how to present them to emphasize their superiority.

Importance of Knowing Price.—Only a small majority of salespersons are able to tell the price without searching for the price ticket. If a customer asks a salesperson the price of an article and the answer comes without hesitation, it pleases and is important in gaining confidence.

If a salesperson is compelled to consult the price ticket to tell the price, it attracts the attention of the customer and often causes doubt in what the salesperson says. Salespersons should take time to memorize the prices of their goods. Goods and prices should be so associated in the mind that the mention of an article will cause the price to be recalled. This may be changed into a habit. It may require a little effort at first, but when the habit is formed, it requires little or no effort and is a valuable asset for every salesperson.

Importance of Knowledge of Current Events.—As mentioned in a previous chapter, a salesperson should be able to talk something besides goods. It permits being agreeable to customers. Nevertheless, salespersons should never lead in conversation, but allow that to be the privilege of customers. When questions are asked, salespersons should answer correctly in a few well chosen words. The tariff affects many goods. If salespersons' goods are affected by it, how? If there should be a change in the tariff, how would it affect their goods? Salespersons should have knowledge of the world's affairs and of anything happen-

ing which would affect their goods. These and many other facts should be known, and correct answers will often win the confidence of customers.

Advantages Gained from Knowledge of Goods.—Salespersons knowing goods thoroughly will be more enthusiastic in their selling, and there is likelihood that this enthusiasm will be transmitted to customers. Knowledge of goods gives a salesperson greater confidence in self, and is an important factor in inspiring confidence in customers. The average customer eagerly seeks information about goods. Real facts about goods arouse interest in every customer, make selling talks interesting, and more easily pave the way for a sale. If a salesperson is able to tell an absolutely new fact about a commodity it wins interest. There is nothing so monotonous and boring to a customer as to have a salesperson give in a singsong way a list of facts already known. Belief in statements usually depends upon faith in the one giving them. If customers believe that salespersons know their goods, they will pay attention and believe what is said. On the other hand, if customers believe that salespersons are simply saying their little story about their goods, and that it is based upon memory and not upon knowledge, little or no attention will be paid and there will be little hope of convincing customers that what is said is true.

"Know Your Goods," an Iron Rule.—Knowledge of goods lends a tone of genuine sincerity to selling talk. Salespersons should never guess about goods. Customers are certain to discover the truth, and when it is known, confidence is shaken for all time. "Know your goods" should be the iron rule in every salesforce, and every manager should realize that it is a business proposition to give as much assistance as possible to salespersons to know their goods, and to see that they do this.

Knowledge of Styles.—Style is a necessary requisite in

many goods. Salespersons selling such goods should thoroughly know the various styles. They should be acquainted with the most up-to-date styles in this country and abroad. Another valuable asset is the ability to tell what style will be becoming to a customer. This requires considerable study and good judgment, but in time a salesperson forms the habit of deciding at a glance what style will be most becoming.

Knowledge of Color.—Knowledge of color is important in selling many goods. Many large stores find it necessary to give lessons in color. A salesperson should know how to harmonize colors so as to get desired effects. As with style, salespersons should acquire the habit of quickly deciding what colors should be chosen to give the most becoming effects. A thorough knowledge of colors and of harmonizing them to get certain effects is a valuable asset to the selling of many kinds of goods.

Effects of "Knocking" Competitors' Goods.—"Every knock of a competitor's goods is a boost" is a saying that contains a greater element of truth than the average salesperson believes. The practice of belittling competitors' goods is bad, and its effect seldom harms the competitor. If a customer is using competitors' goods, never belittle the goods. This reflects upon the good judgment of the customer because it is likely that the customer bought the goods after careful judgment. It is the same as saying to the customer: "You showed poor judgment in your previous buying." Customers do not like to have salespersons tell them they are not persons of good judgment. They may not be, but it is not the place of salespersons to tell them so. The less a salesperson reflects upon a customer's judgment, the better it is for successful selling. It causes resentment on the part of every customer, and that resentment may be so strong as to lose the salesperson a sale and a good customer.

How to Treat Competitors and Their Goods.—It is the duty of salespersons to 'sell goods on merits. Pointing out defects in competitors' goods does not increase the merits of their own. Never abuse or slander a competitor or his representative. It shows poor taste and does not have any effect on the average customer. A customer wishes to find out the selling qualities of the goods for sale, rather than to listen to abuse or slander of a competitor. The practice loses not only sales, but customers. Ferguson Brothers, an enterprising furniture firm of Kansas, recently issued an attractive little booklet. It had a very artistic cover and across the front was written: "What we have to say about competitors." On the inside, the book contained a number of blank pages and nothing else. Salespersons should frankly admit every just claim of competitors' goods, but state clearly and forcibly the points of superiority in their own, and allow customers to decide which will give the best service. The name of a competitor should never be used, unless it cannot be avoided. Salespersons should spend their time in setting forth the good qualities of their own goods, and then customers cannot fail to see the advantage in purchasing them.

When, How, and by Whom Comparison with Competitors' Goods Should Be Made.—It is necessary for salespersons to know the qualities and the prices of competitors' goods, but it is foolish to discuss them unless it is absolutely necessary to do so. If customers talk about a competitor, or a competitor's goods, salespersons should listen and then try to interest them in the good qualities of their own goods. It is poor salesmanship to make comparisons. Salespersons should show the superior qualities of their goods, and the superior services they will give, and allow customers to make comparisons. The good qualities of their own goods should be set forth in such convincing manner that no doubt will exist in the minds of customers of the superior

qualities of their goods over those of competitors. Salespersons should be constructive and never destructive; should spend their time in building up convincing arguments leading to conviction rather than in telling weaknesses of competitors' goods or what they will not do.

QUESTIONS

1. In what way does knowledge of goods assist in selling?
2. What are the demands for knowledge of goods?
3. What are the means for obtaining knowledge?
4. What are the duties of the manager in obtaining knowledge?
5. What uses of a commodity should be known?
6. What is the importance of expressing selling points in a convincing manner?
7. What is the importance of knowing the location of goods?
8. How may location be made a habit?
9. Why should reasons for price be known? How may the charge of high price be met?
10. What should be known of competitive goods?
11. What is the importance of knowing price? How may it be made a habit?
12. Why should current events be known?
13. What is the importance of knowledge of style? Of color?
14. What are the effects of "knocking" competitors' goods?
15. How should competitors and their goods be treated?

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CHAPTER XV

THE CUSTOMER

The Customer and Business Success.—The customer holds the crucial point which decides success or failure in every business enterprise. A business must have customers in order to sell its goods, yet many salespersons treat them as if they were of little or no consequence to business success. Customers come first in every business, and fortunate is the manager with salespersons who recognize this and are able to handle customers so as to make them satisfied and permanent. To satisfy customers should be the chief aim of every salesperson, yet what a small percentage realize this and make any attempt to assure it! Many assume an attitude of indifference in pleasing a customer, and believe it remains wholly with the customer whether or not a sale is made. If a sale is not made, no thought is given to find the cause of the failure, and if it is made, no thought is given as to whether or not the goods will give satisfaction throughout their use. Many salespersons give little thought to the possibility of customers returning for future trading, and no attempt is made to give such service that it will be to their interest to return.

Importance of Satisfaction of Customer.—Satisfaction is a great power in business. Many claim that satisfaction in goods purchased and in services rendered is the greatest asset in a business. Good will, which is often valued at

large sums, consists of satisfied customers; it is the probability that customers will continue to patronize a business as a consequence of services rendered in the past. An important factor in business building, and one greater than present profits, is the satisfaction of customers, as that assures the profits and the success of the future. Often a business is continued under an old name because customers are accustomed to it, are satisfied with goods purchased and with the services received, and will continue to purchase. One of the most valuable assets of a business enterprise is its list of satisfied customers, because this assures growth of sales and business success.

Objective Point in Selling.—The customer is the objective point in all selling. Customers must be obtained before goods are sold. An important problem is to induce customers to make their first purchase, and another problem, more important than the first, is to get them to come back for future purchases. If this is accomplished, a valuable asset is added to a business. As previously stated, the ideal is to please customers with goods and with services rendered so that they will not only become permanent but will induce their friends to come and trade.

Elements of Satisfaction.—No sale is complete unless it is to the entire satisfaction of the buyer and to the best interests of the seller. The benefits from a sale must be mutual. Satisfaction to the purchaser is made up of several factors, as, quality of goods, services given by the goods during use, services rendered by the management, and services rendered by the salesforce. A prominent merchant, in giving advice to his salesforce, said that you must remember that once a customer does not necessarily mean always a customer, and that the staying qualities of your customer depend very much upon what you give in addition to the goods that you sell. It must be remembered by every salesperson that no sale is complete until

the goods purchased are no longer serviceable for use. The average salesperson overlooks this fact and thinks a sale is complete when the money is received and the goods are delivered.

The assurance that goods will give satisfaction is a business builder, and demands the coöperation of manager and salesforce.

Precautions to Assure Satisfaction.—The manager should take every precaution not to offer for sale any goods which will not give satisfactory services, and the salesforce should present to the customers only true qualities of goods and the actual services which they will give. A salesperson should tell the truth even if it loses a sale, because the actual truth will come out later, and the result will be loss of confidence. Every article should satisfactorily perform the services which it should under normal conditions. If it does not, it causes dissatisfaction, and this can be remedied only by prompt correction. A good example came to my attention a few years ago. An expensive rocking chair was purchased from a well-known firm in New York. The chair was declared to be made of seasoned oak. A few months later, a rocker was broken by a blow which, under ordinary circumstances, should not have broken it. On examination, it was found that this was due to a flaw in the timber, which had been covered by the stain. Word was sent to the firm, the circumstances explained, and the answer came promptly: "Why, the rocker should have stood the blow if made of seasoned oak! We will send for it and replace it with a new one. We are very sorry to have caused you this inconvenience." What was the result? The customer places absolute confidence in the firm, and since that time has bought many hundred dollars' worth of goods, and, not only that, but many of his friends have become permanent customers. There are many such instances where business houses either take no notice of complaints or

refuse to rectify them, and they wonder why customers go elsewhere to do their trading.

Classes of Services.—Customers should be treated as guests. The average customer usually has a choice of several places to go for goods needed, and an important factor in deciding where goods will be purchased is the service rendered. Satisfaction with services is of the greatest importance in making satisfied and permanent customers. Services may be divided into two classes: (1) those for which the manager is responsible; and (2) those for which the salesforce is responsible.

Comfort of Customers.—The manager should look after the comfort of customers. It is necessary for a business house to do many things to add to the convenience and the comfort of customers, and every dollar judiciously expended in having courteous employees to direct customers, chairs for customers while shopping, resting rooms, writing facilities and rooms, is a good investment and repays in assuring satisfaction and permanence in trading. There are numerous little things which are inexpensive and which customers appreciate. These have great value in giving satisfaction and guarantee not only customers' returning, but bringing their friends to trade.

Delivery of Goods.—The manager is likewise responsible for the delivery of goods after sales have been made. This service may be divided into several classes, as proper making out of sales slips, care that goods purchased are sent, careful packing of goods, delivery in time specified, courteous and obliging delivery boys, and extreme care that mistakes are not made, and, if they are, prompt attention and correction.

Accuracy in Sales Slips.—Every salesperson should take special pains in making out sales slips. An important consideration is obtaining a customer's correct name, correctly spelled, and the correct street address. Many customers

dislike seeing their names misspelled. Many goods are delayed by mistakes in addresses. These acts of carelessness tend to make customers dissatisfied.

Care to Send Goods Purchased.—Many salespersons do not take pains to see that the goods purchased are sent. This is always due to carelessness. A customer once bought four shirts, picked them out, and gave them to the salesman with special instructions to see that they were delivered promptly as he was leaving the city the following morning. That night, when the shirts came, two were those he had chosen and two were another size. The customer was compelled to reach the store the next morning at opening, and had to take two hours of valuable time in going and returning. The salesman simply said: "I must have made a mistake and mixed two orders." The result was two dissatisfied customers, and lack of confidence in the future. The next time when goods are needed and wanted within a specified time, the customer will go elsewhere. Many customers and many sales are lost by carelessness in neglecting to take precautions to see that the goods purchased are delivered. Every manager should take special pains to impress upon salespersons the importance of seeing that only goods ordered are sent.

Causes of Damaging Goods in Delivery.—A great amount of dissatisfaction comes from having goods delivered crumpled, wrinkled, tarnished, or soiled. This is due to two causes: (1) carelessness in packing, and (2) rough and careless handling by delivery boys. Goods should be packed neatly in clean packages, in a way to prevent wrinkling or damage of any kind, and delivered in proper condition. This impresses customers and adds to their satisfaction. Many future sales are lost by not paying attention to this part of the service. Careless packing boys and girls and careless delivery boys diminish sales and have a direct bearing upon net profits. Too great precautions cannot be.

taken to insure the delivery of goods in proper condition. Every boy and girl engaged in this service should be carefully instructed, and severe discipline should follow every act of carelessness, or neglect in following instructions.

Importance of Prompt Delivery.—Many customers are lost by not giving prompt delivery. The manager should carefully instruct salespersons as to the hours of delivery, and no promise should be made that cannot be carried out. Many housewives lose their patience and temper by badly needing or by remaining in for an article which was not delivered at the promised time. If the article is sent C.O.D., it is frequently returned and the order filled elsewhere. If the article is taken, the chances are that the customer is lost, because the next time a purchase will be made at a place where confidence can be placed in promises. Prompt delivery is an important asset in service and increases future sales to a greater extent than the average manager believes.

Discourtesies of Delivery Boys.—Many delivery boys are discourteous in the delivery of goods. They cause annoyance by undue ringing of the bell or by loud rapping through their impatience to get the person to answer the door. Parcels are frequently left with bellboys who do not deliver them promptly. Many boys are impatient in having parcels examined before acceptance, and if sent back, they are surly and discourteous because of the extra trouble. A great deal of dissatisfaction arises in making change for C.O.D. goods. The average delivery boy carries little or no change, and often speaks discourteously when a bill is presented for payment. Again, if only a small amount of change is needed, many try to obtain it by pretending they do not possess change, and will give the customer hints to make them a present of the nickel or dime. Many boys, if in a hurry, do not take the time

to climb stairs, but mark packages "Not at home," and take them back. All these circumstances tend to dissatisfy customers. A discourteous delivery boy may be the cause of a loss per week in sales which would equal in profits several times his salary. A courteous and careful delivery staff should be the aim of every business house. Discourteous and careless delivery boys drive away customers and lose sales. How many managers realize this? A great many customers are lost through delivery service, and managers wonder why they are losing trade. How many managers carefully investigate their delivery service, and know the character of the service rendered? This is an important factor in obtaining and in keeping customers. It has a direct bearing upon present as well as future sales, and as such it is a most serious question with every manager.

Ideal Conditions for Delivery of Goods.—The ideal condition in the delivery of goods is to have no mistakes, and to have everything purchased reach customers in perfect condition. Such a condition is seldom found, mistakes are frequently made, and broken and soiled goods are often delivered. A business house should be prompt in rectifying every mistake and in replacing broken and soiled goods. The service that a manager renders in rectifying mistakes and in making good any damage done in delivery impresses customers and assists in giving satisfaction and making satisfied customers.

Services Rendered by Salesforce.—The most important services are those rendered by a salesforce to customers. These deal with the handling of customers from the time of their first approach until their departure. Customers should be made to feel that they are welcome guests, and that it is a pleasure to be of service. The same desire to please and to be of service should be given to all, rich or poor, purchaser or looker. Little attentions should be

given to the comfort of customers while buying, and to make them feel at home. The handling of customers is a weak point with a large majority of salespersons. Salespersons who can successfully handle customers so as to make sales, and have them so satisfied that they will not only return for future purchases, but will wait to be served by them and will advise friends to trade with them, are valuable assets to any business.

Goal in Every Salesforce.—The goal in every salesforce should be satisfied customer for every sale, and the nearer all sales approach this goal, the more efficient the salesforce and the greater the sales. From the point of view of service, it requires careful investigation and study on the part of the manager to ascertain the requisites necessary for efficient service, proper training and instruction in how to give service, and careful supervision to see that all instructions are carried out. In other words, it puts service upon a scientific basis, and knowledge takes the place of guesswork. The giving of efficient service demands the coöperation of manager and salesforce, and the two must work together. This demands that knowledge should take the place of guesswork and ignorance.

Customers Should not Be Displeased by Service.—Customers are of various kinds and represent all varieties of temperament and disposition. It should be a hard and fast rule with every manager that customers should not be displeased by anything said or done by the manager or by anyone in his employ. The importance of this rule should be made clear to everyone. There is only one way to avoid displeasing customers and that is, not to do or say anything that will be offensive. One day in June, a lady asked for flannelette. The saleswoman answered rather curtly: "We have none," and went on with her work. The lady sought the floorwalker and he went with her back to the same saleswoman. He said: "Miss S——,

this lady wishes flannelette." Miss S.— eyed the customer and blurted out: "Please, lady, don't you believe me!" The lady simply turned and walked out of the store. The chances are that in future her trading will be done elsewhere. The floorwalker learned that flannelette had been put away for the season. The fewer of this class of saleswomen in a store, the greater the efficiency of the salesforce. No manager can afford to allow a customer to be displeased, because it means a loss in future sales, while each satisfied customer insures additional business for the future.

How to Handle Different Types of Customers.—Customers are of various types and each type has certain characteristics. By closely observing each customer, and by being able to read human nature, a salesperson should know how to deal with each in such a way that sales and satisfaction will follow. An important factor in successfully handling customers is the ability to read human nature so as to size up customers and know exactly what to do to get results. Every customer should be handled in such a manner that every step taken is based upon knowledge of what is best to do, and nothing is left to guess.

Classes of Customers.—Customers may be divided into two classes, actual and prospective. Actual customers are those who need goods, have made up their minds to purchase, and go to a store with this end in view. They look for what is wanted, and buy if the proper goods are found. Timely suggestions may increase sales to this class.

When and How to Make Suggestions.—Suggestions at the right time and made in the proper manner will not give offense to anyone. They may remind customers that there is need or will be need for a good article, and a purchase may result. The increasing of sales through suggestions tests the ability of a salesperson.

Classes of Prospective Customers.—Prospective customers

may be divided into two classes: (1) those who have no intention of buying but may do so if some article is fancied and belief arises that it is wanted, and (2) those who intend to buy at some time in the future but at present are just looking. Many sales are made to people who have no intention of purchasing when entering a store. These sales are due to two causes: (1) display of goods; (2) salesmanship. Display attracts attention, and efficient salespersons carry persons through to sale and satisfaction with purchase. Salespersons should be on the alert for any outward appearance of interest displayed in goods, and with tact sales are often made. At the same time, a salesperson should not be forward or show eagerness to make a sale.

Conversion of Prospects into Sales.—The conversion of prospects into sales and satisfied customers is business building. It is real salesmanship, and makes salespersons who possess the ability valuable assets to any business. Salespersons should not be discourteous if present success in making sales is not accomplished, for greater success is obtained than many salespersons realize by the impression of desire to please and serve, and by making customers return when the time comes to purchase.

The Looker.—The people who have the intention of buying, but look first, form a good percentage of the customers in many of our stores.

Usual Treatment of Lookers.—I have seen salespersons and often managers take offense if a person did not buy. They think that everyone looking at goods should buy, and if this is not the case, looks, words, or actions show displeasure. Many a good future customer is driven away by such treatment. It has a direct bearing upon sales, and is a factor in selling inefficiency which should be stamped out of every salesforce. A customer is the most independent person in the world. No one can force a person

to buy in a certain place, or from a certain business house, because the same goods may be found in several places, and where dissatisfaction arises with one, it is easy for a competitor to get a new customer.

Average Customer Must Look before Buying.—A conservative estimate is that eighty-five per cent. of the money earners of this country make one thousand dollars a year or less. When we realize this, we will understand that fully ninety per cent. of the merchandise sold over counters is bought by people who have to plan to save in buying. These people must be careful of money, and are driven by necessity to study values, to make comparisons, and to buy where best values and services are obtained.

Shrewdness of American Customers.—American customers know values and what constitutes good service. They are the shrewdest buyers in the world, and the best judges of values. At the same time they are the most independent shoppers, and if proper goods cannot be obtained, they cannot be inveigled into taking substitutes. They are the most difficult shoppers to manage, and if salespersons do not give them proper service, they will not hesitate to leave and go to a competitor to buy. They are lookers, and wish to make comparisons before purchasing. Salespersons and managers often detest these lookers, but they forget that the looker of today is the buyer of tomorrow. This fact should be thoroughly impressed upon every salesperson; if so, salespersons will be as courteous and as painstaking with lookers as they are with actual buyers. In this age of keen competition they must not make a difference between the two classes or they will lose customers and sales.

The Looker an Important Factor in Business Building.—The looker is a factor in every selling business, and the attitude of the average salesperson toward the looker must be changed or else the competitor will get the trade and prosper. Efficient salesmanship has no place for the sales-

person who makes a difference in any way in the treatment of the person who does not buy and the one who does. The success of a large business is due often to the shrewd foresight of the manager in seeing that the looker is given every possible courtesy. Efficient salesmanship has to do with the above-mentioned classes, yet how many salespersons can see only the first, and are ready to sell to those who are ready to buy, and neglect the others! Efficient salesmanship recognizes the importance of the prospective buyer, and demands the same courteous attention that is given to the actual buyer.

Impartiality in Treatment of Customers.—Salespersons should be careful about judging a customer from appearance. The same interest and courtesy should be shown the shabbily dressed as the well dressed. Salespersons should remember that the shabbily dressed woman may have more money in the bank than the well-gowned one. Many customers are lost by having salespersons neglect them or act discourteously merely because they are shabbily dressed. One rainy morning a lady worth several hundred thousand dollars, dressed in a much-worn suit, with raincoat and hat to match, went into a store to buy expensive lace for her daughter's wedding gown. She went to the lace department and asked to see the special kind of lace that she wanted. The saleswoman showed an imitation. The lady said: "This is not what I want." "Why," said the saleswoman, "such lace is very expensive." The lady turned and walked towards the entrance. The saleswoman paid no attention and seemed to take no notice. The manager happened to meet the customer at the door. He noticed that something was the matter, and asked if she had been properly treated. "I have just made up my mind never to enter your store again," she said. The case was explained. The manager was profuse in his apologies and begged the customer to return. She was placed in charge

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of another saleswoman, and chose a thousand dollars' worth of lace. The first saleswoman barely escaped dismissal. This is typical of many experiences happening throughout the stores of America every day. Every salesperson should be thoroughly impressed by the manager with the fact that salesmanship is thoroughly impartial. It treats all customers with the same regard and interest, and in the same courteous manner. There is no partiality to the well dressed, but everyone, rich or poor, finely gowned or shabbily dressed, receives the same courteous treatment.

No Excuse for Salesperson Giving Offense.—One thing which annoys customers, and which with a little care and thought would never happen, is being made to feel that they are looked down upon by salespersons. One day a friend went into a well-known store and asked to be shown a dollar shirt. "Why, we don't carry anything so cheap," came the answer in a sarcastic tone. On the way to the door, he glanced back and saw the salesman say something to his neighbor, and both looked after him and smiled. Such a reply was quite unnecessary. The salesperson should have answered courteously: "I'm sorry, but we do not carry shirts at less than \$1.50. I think the extra price will give much better value in service. May I show you some of our shirts?" If he had insisted that he did not wish to pay any more, the salesman should have said: "I think you will be able to get what you want at Mr. Brown's." Such courteous treatment would have impressed the customer and would not have been forgotten when sometime he did want something that could be obtained at this store. When salespersons treat customers discourteously, it discourages them from trading with the business house. Salespersons should remember that courtesy comes first. The person who seeks a cheaper article than is carried may be seeking another which is carried. There is no excuse for a salesperson answering an inquiry.

in a way which gives offense. The fewer such salespersons in a salesforce, the better for the business house. Such salespersons prevent business expansion, and have no place in an efficient salesforce.

Importance of Making Customers Feel at Home.—Many customers, when they enter a store to shop, become nervous and frustrated. I have often heard persons say: "I don't know how it is, but when I go to buy, I seem to get flustered and cannot take time to look carefully at what I am purchasing." A valuable quality in a salesperson is the ability to put customers at their ease and to make them feel at home. To be able to do so, salespersons should be absolutely at home themselves. Few possess this quality naturally, but it may be easily acquired. Every salesperson should possess it, and the satisfied customers and increased sales that are gained by it will repay many times the little effort necessary to acquire it. Again, it is necessary that a salesperson should be a good student of human nature, and know exactly what to do with each customer. No two customers are alike, and each must be treated differently. A salesperson should be able to decide by sizing up customers what to do to make them feel at ease.

Deceiving Customers Is Poor Salesmanship.—The average American shopper usually knows what is wanted, and it is foolhardiness to try to sell something that will do just as well. The day is past when customers may be fooled with another grade of goods. It is poor salesmanship to deceive customers into taking something that will do just as well. If a customer is accustomed to the use of a favorite brand, it is rarely that "just as good" will serve as well under the same conditions. The sale may be made, but there are chances of losing a customer. This is poor business. Many sales and customers are lost in this way, and it explains why many customers go elsewhere to trade.

In every case salespersons should be frank with customers, because it will pay in the end.

QUESTIONS

1. What is the importance of satisfaction of customers?
2. What are the elements of satisfaction?
3. What precautions should be taken to assure satisfaction?
4. Name and explain the classes of services.
5. What services are involved in the delivery of goods?
6. What precautions should be taken in the delivery of goods?
7. What are the kinds of services rendered by the management?
8. What are ideal conditions for delivering goods?
9. What are the kinds of service rendered by the salesforce?
10. What are the effects of having customers displeased with services?
11. What two classes may customers be divided into?
12. What two classes may prospective customers be divided into?
13. Why do salespersons neglect prospective customers?
14. Why is it necessary for the average customer to look before buying?
15. Why is impartiality in the treatment of customers a virtue?

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CHAPTER XVI

OBJECTIONS

Meeting Objections a Necessity.—It is human nature for a customer to raise objections of some kind in the course of buying. A sale is rarely made, unless it is merely the filling of an order, in which there are not several objections offered by the customer. During each selling day many objections arise which salespersons must know how to meet and overcome, or sales will be lost. Salespersons must be able to meet objections successfully or the greatest selling efficiency cannot be attained.

Objections Which Lack Sincerity.—Salespersons meet all classes of people. Many customers make objections simply because it is their nature to find fault and to argue. There is little seriousness in what they say, and their objections are usually purely imaginary ones. Such people have conceited opinions, and what they say must not be treated in a light or flippant manner. They are easily offended, and it takes little to cause them to go to other stores to make their purchases. Tact and suggestion will easily overcome the objections of this class, and they will buy, not knowing that salespersons, by tact and suggestions, have turned their criticisms to advantage, and decided for them when they believed that they were deciding for themselves.

How to Meet Sincere Objections.—Many objections are made with the greatest sincerity. These, like the preceding,

are usually regarding quality, price, style, color, size, and value. They are sincere and are based upon good reasons. In answering them, the arguments in behalf of goods must be put forth in a clear, forceful, and most convincing manner. Arguments which will be most convincing will vary with individuals, and what will be successful in one case may be a failure in another. The salesperson must be able to read the customer, and know what arguments to select and how to present them, in order to meet the objections. Arguments alone will not be as effective as if supplemented by properly made suggestions. The failure to meet objections will cause many customers to refuse to buy, and many sales are lost.

Selling Articles When Style Is a Factor.—Successful selling, where style is an important factor, depends largely upon the handling of objections. A salesperson selling hats, cloaks and suits must be able to tell by looking at a customer whether a certain style, fit, or color is becoming. No efforts should be made to sell an article which is unbecoming, and every discouragement should be given to prevent a customer from buying such an article. This case came to my attention. A lady went into a millinery store to buy a hat. There was not a hat that was becoming. The saleswoman said: "Madam, I should not advise you to buy as there is not a single hat that is becoming. If you will come Monday, we will have a new stock, and I think we shall be able to give you a becoming hat." The lady did not buy then, but came back and bought a hat which greatly pleased her. The saleswoman made a permanent customer. Some time ago I bought a suit of clothes from a well-known tailoring house. I decided upon a suit but objected to the fit about the shoulders. The salesman said: "Oh, that can be remedied easily enough. It will fit you perfectly after our tailor fixes it." He called the tailor. I told him my objection and asked if the suit were,

not too large. The tailor at a glance said: "Certainly it is. The suit cannot be made to give satisfaction." The tailor won my confidence but the salesman lost it. I shall never again rely upon the statements of that salesman. In cases of style and fit, a salesperson should be able to tell whether or not objections are valid, and, if they are, they should be admitted. "Never sell a garment which does not fit" should be an iron law in salesmanship.

How to Meet Objections of Inferiority to a Competitor's Goods.—A customer may object to goods and declare that they are inferior to a competitor's. The salesperson should frankly admit any good qualities in the competitor's goods and then bring out forcibly and in a most convincing manner arguments which clearly show superior qualities in his own goods. The salesperson should not make comparisons, but leave those to the customer. If properly handled, such objections may be used to advantage in driving home in a most convincing manner the superiority of his own goods over those of a competitor.

How to Meet Objections to Quality.—Objections to quality are frequently made. Many such objections may be anticipated and avoided through proper arguments and suggestions. If these objections are expressed, they should be squarely met, and answered in a way that will make the customer see the goods from the point of view of the salesperson. The ability to do this is a valuable attribute. The ability to read human nature, a thorough knowledge of goods, the proper use of suggestion, and the ability to select arguments which will make the strongest appeal and to express them most effectively are the requisites in answering these objections.

Three Classes of Price Objections.—Objections to price are the most frequent of all objections. The ability to meet these successfully is a valuable asset, and efficient selling is impossible without it. It is so important that every

manager should take special pains to see that each member of his salesforce is able to meet successfully price objections. Price objections may be divided into three classes. First, those which are not meant by the customers from the point of view of value, but that the prices are higher than they can afford to pay. These customers desire a cheaper grade of goods. Second, those which are made solely for the sake of argument. Many customers think it is their duty to make many objections in the course of buying, and their most frequent objections are to price. Third, those objections which are made with all sincerity. The customers object because they sincerely believe that the prices are too high for the goods. They are sincere in their objections, and believe in what they are saying.

Necessity of Knowing Reason for Price Objection.—When an objection is made to price, the salesperson should be able to tell to which class it belongs. If the goods are too expensive, the salesperson should be able to read this, and to judge what the customer is able and willing to pay. Many salespersons cannot tell this kind of price objection, and continue with arguments to prove that the price is satisfactory from the point of view of quality. This is not the cause of the objection made, and the customer knows it. If the customer can afford to pay the higher price, the salesperson in a few cases may be successful. If this is the case, the salesperson should know it, and continue the plan of sale with that in mind. On the other hand, if the customer cannot afford to pay the higher price, the sale is lost. Many salespersons are not able to distinguish between these two classes of customers, and they wonder why they are not more successful. A laborer's wife who always appeared neat and tidy in dress went into a store to buy a child's dress. She could not pay more than a dollar. The saleswoman showed her a nice dress at two dollars. The customer said the price was too high.

The saleswoman thought that she meant that there was *not a two-dollar value in the dress*. Arguments were used to prove that the price was not too high considering the quality of the dress. The customer repeated that the price was too high, and added that she wished to see something cheaper. The saleswoman even then did not understand the reason for the objection, and continued with arguments to show value. Eventually, the customer went out without buying. The saleswoman wondered why she did not make the sale. If she had been able to read human nature, she could have told that the objection was because the price was higher than the customer could pay. This being the case, the sale under ordinary circumstances would have been made if a dollar dress had been shown.

How to Meet Insincere Objections to Price.—This class of objections should be met with courtesy and all seriousness. It does not matter what remarks are made about goods or prices, a salesperson should never argue or lose temper, but should meet the customer with the utmost courtesy. The arguments meeting these objections should be put forth with the same earnestness as if the customers were sincere. These customers may be led easily through suggestions. Suggestion is a great force with them. Properly used suggestions will slowly but surely lead them to purchase, and in every instance they will believe that they are making the purchases as the result of their own independent choice. If salespersons know how to handle them and are able to tell them through their ability to read human nature, they will not give trouble, but will be permanent and valuable advertisers for a business. If, on the other hand, they are offended, they will be found ready with criticism, and may be the cause of losing many sales. They are the hardest class of customers to handle and put to a severe test the ability of a salesperson. The greater the percentage of a salesforce who are able to

recognize this class on approach, and know how to handle them so as to lead to sale and satisfaction, the greater will be its selling efficiency.

How to Meet Sincere Objections to Price.—Proper arguments made in a forcible and convincing manner, assisted by proper suggestions and tact, are the chief requisites for answering objections of the third class. It must not be forgotten that the ability to read human nature, and a thorough knowledge of the goods sold are absolute essentials, not only in choosing arguments and presenting them in the way that will be most effective, but also in making suggestions of the right kind and at the proper time to bring the greatest results. Salespersons by their study of customers should know what qualities in goods will appeal with the greatest force.

What Qualities in Goods to Bring Forth.—With many articles, the materials out of which they are made, and the workmanship in their making, with the resultant effect upon service, are the chief qualities to be brought forth. The essential qualities will vary to some extent with different goods. Processes of dyeing, so as to show that the fiber is not weakened and that the color will not fade, are important considerations with many classes of goods. Arguments and suggestions should dwell upon those qualities which will appeal with the greatest force to the customer. It must be remembered that what will forcibly appeal to one customer will not to another. It is impossible to be efficient in answering objections of this class unless the salesperson is able to read human nature correctly.

How to Meet Objections That a Competitor's Goods Are Better or Cheaper.—The objection that a competitor's product is cheaper or better at the price is frequently made. If customers make statements about a competitor's goods, and they are true, they should be admitted. Such frankness has often been the leading cause in making a sale. A salesper-

son should never dwell upon competitors' goods longer than is absolutely necessary. From the statements of the customer, the salesperson should be able to discover what qualities in the competitor's goods make the strongest appeal, and then should use arguments to bring out the better qualities in his own goods. Comparisons should not be made, but the arguments in favor of his own goods should be so forcibly brought out that the customer will clearly see, through comparisons made by himself, the greater excellence of the goods as compared with the competitor's. It must be emphasized that proper suggestions are absolutely essential to make arguments most effective. The mention of a competitor's goods will often give the clue to the quality in the article which the customer considers the most important, and has frequently paved the way for the selection of arguments, and their use in such a manner as to lead eventually to sale.

Personal Objections.—Salespersons should take special pains to see that there is nothing in their appearance, manners, or speech that customers will criticize, or that will cause them to raise objections. Personal objections should be carefully guarded against, as they are factors losing sales. Every salesperson should carefully analyze self to see that there is nothing in appearance, manners, or speech to which customers can object.

Bad Methods of Meeting Objections.—Many salespersons think that as soon as an objection is raised it is time to argue. They believe that the only way to meet objections is by arguing with the customer. They argue every point raised, in the belief that objections can be overcome only by directly rebutting, or attempting to rebut, every one raised. Arguing with a customer should under no circumstances be allowed. It is a sign of the novice and of the inexperienced. It works toward greater and greater inefficiency in selling, and causes the loss of many sales. Argu-

ing in any form with a customer should be strictly forbidden by every manager. Many salespersons, on the other hand, make little or no attempt to answer objections. Frequently objections are met with an air of indifference, and with the answer, "I don't know." Others make all kinds of excuses to answer points raised by customers, while still others pay no heed to objections but continue with their prepared sales talk. The greater the number of these salespersons in a salesforce, the greater its inefficiency. It is the work of the manager to see that salespersons are properly trained in methods of meeting objections, because without this skill selling efficiency is impossible.

Essentials for Meeting Objections.—Salespersons should endeavor to anticipate objections, and to avoid them by putting forth arguments which will forestall them. If objections are made, they should be met squarely. A thorough knowledge of goods, the ability to read human nature, the power to choose proper arguments and present them in the most convincing manner, the ability to use proper suggestions, and tact are the essentials in meeting objections. Possessed of these qualities, no difficulty will be experienced in meeting any objections which may be made.

QUESTIONS

1. Why is the meeting of objections an essential problem in selling?
2. How should objections which are made for the sake of argument be met?
3. How should objections to style be met?
4. What should be done when a customer claims superiority of competitor's goods?
5. How should objections to quality be met?
6. What are the three classes of price objections? How should each be met?

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7. From the point of view of objections, into what classes may customers be divided?
8. What is the importance of ability to read human nature in answering objections?
9. How should objections that a competitor's goods are cheaper be met?
10. How do personal objections interfere with efficient selling?
11. How may salespersons successfully anticipate objections?
12. What are the effects of arguing in attempting to answer objections?
13. Mention improper ways which are in practice for meeting objections.
14. What is the importance of tact and of suggestion in meeting objections?
15. How should salespersons be trained to meet objections?

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CHAPTER XVII

SUGGESTION

Little Heed Is Paid to Suggestion in Business.—Suggestion is not new, as it has been used by man from time immemorial. In spite of its long usage, few are able to give a clear and concise definition of what the term really means. The average individual looks upon suggestion as a mysterious power which may be used by a few. The whole subject of suggestion, in the average mind, is associated with hypnotism, a mystic power which may be used by some for good or evil. Hypnotism is looked upon with awe and with little favor by the people in general, and so suggestion has received little attention.

Hypnotism and Business.—Many have claimed that the hypnotic spell, a mystic power, could be utilized in business as well as in medicine, surgery, and dentistry. Positive suggestion has been used with great success in medicine, and its use in this field will receive greater attention in the near future. The business man sees something uncanny in the hypnotic spell, and looks with ridicule upon its attempted use in business. As a result of this attitude, the whole subject of suggestion has met with disfavor in the business world.

Suggestion a Force in Business.—Suggestion is an important force in business. The use of suggestion in its application to influence, lead, and control people must be separated from hypnotism. The hypnotic spell cannot be success-

fully defended as a power in business, whereas the basic structure of influencing men is based upon suggestion. Efficient salesmanship depends more upon the ability to influence people than upon anything else. Such being the case, suggestion is of the greatest importance, and its meaning and the principles underlying its use should be understood by every salesperson.

Meaning of Suggestion.—"Suggestion," says Mr. Vardaman, "is a peculiar mental action that causes people to act without knowing why they act." An eminent psychologist says that by suggestion is meant nothing more than the intrusion of an idea into the mind with such skill and power that it dominates and for the moment disarms, or excludes, all other ideas which might prevent its realization.

How It Works.—The working of the mind through suggestion depends upon the fact that any idea tends to result in its appropriate act, if no compulsory idea or physical impediment prevents it. Accordingly, the idea which results in action is so strongly aroused in a person's mind that, for the time, it dominates the mind and no conflicting ideas appear. The force of suggestion is based upon the arousal of a conviction unopposed by any contrary idea that a certain prevailing idea will take place. Accordingly, the idea must be accepted and acted upon without tendency to deliberate.

Some Causes of Sales.—A sale may be simply a mechanical process. A person wishes an article, goes into a store, and buys without deliberation. Suggestion may or may not have been the cause of desiring the article. Another person using the article may have suggested it to the purchaser. Seeing its use displayed or reading an advertisement may have suggested it. Hearing another speak about it or seeing another using it may have been the cause of suggesting its purchase.

Suggestion an Important Factor in Selling.—Many sales come as the result of satisfaction in the use of an article, and the desire to continue its use. Suggestions to buy may frequently come from a salesperson, and a sale is made because the purchase of the article is suggested at the proper psychological moment. Many sales are the result of careful deliberation. Time is necessary for the consideration of arguments in favor of purchase. In such cases, the sales depend largely upon the choice of proper arguments and their presentation in the best manner to carry conviction. With sales resulting from deliberation, suggestion is an important factor in carrying the customer successfully through the different steps leading eventually to purchase and satisfaction. Many sales owe their origin solely to suggestion, while with others suggestion is the secret guiding force directing customers slowly, and without their knowing it, to the goal of purchase.

Persons Differ in Suggestibility.—Persons differ widely in suggestibility. Some are easily suggested to action, while others refuse to act except as the result of deliberation. Persons vary also in suggestibility from time to time. They may at one time refuse to be moved into action except as the result of deliberation, while at another they obey a slight suggestion. Argument and suggestion are two powerful forces influencing customers in making sales. The average customer responds more to the latter than to the former. Suggestion plays the exclusive rôle in making many sales, and assists, when argument and deliberation must be used, in carrying conviction.

Classes of Customers.—Customers may be divided into two classes: professional buyers, and the general public.

Professional Buyers.—The professional buyer knows what is wanted, and will deliberate. Clean-cut arguments must be given why the goods are the best in the market.

General Public.—The general public, on the other hand,

is moved more by suggestion than by argument. What arguments to use and when, and how to use suggestion, vary with each customer. It tests the ability of a salesperson to apply the principles underlying human nature, and to read the character of each customer. Many customers do not wish to be troubled by deliberating, and rely upon salespersons to decide for them. In these cases, suggestion is an important factor, and knowing what to suggest, and when, will depend largely upon the salesperson's ability to read the customer's character.

Man a Creature of Suggestion.—People are accustomed to respond to suggestion from childhood. Normal suggestion is a healthy, indispensable factor of mental life. Man is, as one psychologist states, largely a creature of suggestion. Nevertheless, women are more susceptible to suggestion than men, and suggestion can be used with greater force with the weaker sex. All normal persons are suggestible under certain conditions, and take suggestion of the right kind if given properly. Many customers are mentally lazy, and do not wish to be troubled with deliberating in deciding what to buy. They even expect salespersons to assist them in choice, and frequently rely wholly upon salespersons to do the choosing.

Law of Suggestion.—The law of suggestion is that every idea of an action results in that action unless hindered by an impeding idea or physical impediment. In other words, there is a tendency for every thought to put itself into action. It does not matter what the idea is, it suggests the corresponding action. The action may, nevertheless, be prevented by competing ideas which prevent the idea from being carried out.

Keep the Customer's Mind Focused upon the Goods.—Psychologists tell us that every idea which enters the mind is held as true unless counteracted by some contradictory idea or ideas. A fundamental requirement in successful selling

SUGGESTION

is to arouse interest in favor of goods, and to carry the customer through to sale without arousing conflicting ideas about competitors or other lines of goods. Thoughts about other goods, which may lead to comparisons, should not be allowed to enter the mind of a customer. If a customer mentions a competitor's goods, the salesman should adroitly bring the customer's mind back to his goods. It is poor salesmanship to mention a competitor's goods in any way, or to criticize or discuss a competitor's goods if mentioned by a customer. If suggestion is to attain its greatest success, all ideas of other goods which might cause comparisons to arise or criticisms to be made should be excluded. No thought of anything except the goods being purchased should be allowed to enter a customer's mind. Attention to competitors' goods should not only be prevented as far as possible, but choice should be eliminated and attention focused upon a single article.

Factors Requisite for Effective Suggestion.—Suggestion is effective when the desired action is obtained. There are many factors assisting in making suggestions effective. The most important is confidence in the salesperson. Statements are accepted as facts without criticism by one to whom a person is an authority. A thorough knowledge of goods is necessary to instill in the customer confidence in a salesperson. As soon as a customer believes that a salesperson thoroughly knows the goods, and takes as true what is presented, a sale is two-thirds made. A customer is then in a position to be guided by proper suggestions presented in the proper way. No salesperson can be successful in getting proper returns from suggestions unless there is sincere faith in the goods sold. A salesperson must have confidence in self to carry the customer successfully through the various steps of a sale, and must show that confidence in every act. Confidence in goods and in self is the basic structure of suggestion. Frankness, openness, and confi-

dence cast aside suspicion and increase the power of suggestion.

Factors Which Handicap Suggestion.—Salespersons must remember, as Mr. Vardaman says, that they cannot antagonize and influence at the same time. No salesperson should ever be guilty of arguing with a customer. One aim of salesmanship is to get customers to look at goods from the point of view of the salesperson, and if customers are antagonized in any way, this is prevented. Many customers are fond of criticizing, finding fault with goods, and telling of good qualities in competitors' goods. If salespersons allow their anger to be aroused, or give way to arguing, sales are, in the majority of cases, lost. If, on the other hand, they keep good-natured, emphasize the strong points of their goods, and as the result of thorough knowledge show that they are masters of the situation, they can, by the proper use of suggestion, offset the antagonism of customers, and not only make sales but gain their confidence, which is valuable for the future.

Necessity of Ability to Read Human Nature.—Many customers never make logical decisions. The average customer hates to be bored by deliberating and wishes to make a selection with as little effort as possible, but there are others who do not accept anything said by salespersons as true, without investigation, and do not buy without careful deliberation. Between the most credulous, who are willing to follow suggestions without hesitation, and the most stubborn, who are usually proof against suggestion, there are many degrees of suggestibility. The ability to read human nature correctly is an absolute necessity in obtaining effective results from suggestions. A salesperson should be able upon first approach to read a customer, and in the first few words ascertain the degree of suggestibility in the person. Upon the correct reading of human nature depends the effectiveness of suggestion in knowing what to

suggest, and how, and when, so as to lead customers slowly and surely to the goal of sale.

Two Methods of Influencing Customers.—Argumentation and suggestion are two methods which are used to influence customers. The first is based upon arguments, and requires deliberation upon the part of the customer to decide if purchase is to be made. With professional buyers, this method is the only one which can be used. These buyers must be influenced by arguments proving that the goods are the best in the market to meet the demands to be filled. The second is where a sale is the result of suggestion without deliberation on the part of the customer. It is, nevertheless, necessary to supplement the first method with suggestions. Skillful suggestions properly made, and made at the right time, will materially assist in making arguments effective. The argumentative method cannot be made effective without the use of suggestion during every step of a sale.

Relation Between Cost of Article and Wealth of the Customer.—The effectiveness of the suggestive method decreases directly with the increase of the cost of an article as compared with the wealth of a customer. It does not matter how forcible are the suggestions used, it would be impossible to make the sale of a six-dollar pair of shoes to a laboring man, whereas a man of wealth may readily purchase them if the proper suggestions are made. It is necessary for a salesperson to read the customer and learn the character of the goods which may be sold through suggestion.

Kinds of Articles to Suggest.—Suggestion may cause immediate sale or future purchase. Many sales are made through suggesting allied goods. Many shoe stores carry hosiery. When shoes are sold, other sales are frequently made by suggesting hosiery. When a customer buys shirts, the salesperson should suggest collars and ties. In the

spring, many sales are made in men's furnishings by suggesting summer underwear. With seasonal goods, many sales may be made at the beginning of the season through proper suggestions. The goods to suggest, and when and how, will depend upon the customer, and the ability of the salesperson to read the customer and decide the character of the goods that will be bought. To a laboring man it would be folly to suggest a dollar tie, while to a man of means and a careful dresser, it would be a waste of time to suggest a cheap tie. Effective suggestion depends upon the ability of salespersons to read the character of customers, decide the grade and kind of goods that will be purchased, and suggest only these.

Necessity of Correct Character Reading.—A mistake in character reading often leads to an offense, and will have a tendency to drive customers away. By a lady of means and a good dresser, the suggestion of a two-dollar waist might be taken as an offense, whereas the suggestion of a pretty ten-dollar one might cause a present or future sale. A salesperson should never make the mistake of suggesting a much cheaper article than is bought, and if in doubt, it is better to suggest a more expensive one first, and a cheaper one later. If customers are practical and pay attention to quality and value, this should be noticed by the salespersons, and suggestions concerning these attributes in goods will make the arguments more forcible. If the customers are particular about style, suggestions concerning the latest cut or fit will greatly assist in making a sale. A saleswoman of dresses, waists, suits, and hats should be able to tell at a glance the particular shade, style, and cut which will be most becoming, and suitable suggestions are essential for efficient selling.

Further Aids to Assist Suggestion.—There are many other factors necessary besides confidence and ability to read human nature to make suggestions effective. The salesper-

son must have the attention and the interest of the customer. The suggestions must be definite, pointed, and clearly expressed. The action suggested must be clear, and filled with necessity on the part of the customer. The force of the suggestion and the chance of a successful result will be based upon arousing in the mind of the customer a decision to carry out the idea suggested. No conflicting ideas should be permitted to arise to prevent the action suggested. Salespersons should remember that customers usually believe in arguments put forth by them, because good suggestions lead customers to see goods from the point of view of the salespersons, and when this is accomplished, a sale is easily made.

Make Customers Believe That They Are Doing the Deciding.—The suggestions in every case should be adroitly made and given at the proper time. It is a valuable asset to be able to use suggestions in such a way as to make customers see goods as they are seen by the salesperson, and yet have the customers believe that the deciding is done by them independently and without any assistance. Customers should be made to feel that they are not forced to accept ideas, but that in so doing they are acting independently and doing just what they wish to do. They should feel that they are making the only natural selection under the circumstances, and are doing voluntarily what in reality they are doing from the suggestions of the salespersons.

Positive and Negative Suggestions.—Suggestions may be positive or negative. The positive suggestion should be used by every salesperson, and the negative should be avoided. Mr. Vardaman well expresses it when he says that the positive suggestion causes people to say "yes" when they would ordinarily say "no," and the negative causes them to say "no" when salespersons think they should say "yes." The customer should be carefully led •

through the different steps of a sale. The ideas put forth should be positive, and lead to greater and greater interest in goods and, eventually, to purchase. Positive suggestion does not permit a doubt to arise as to purchase, but causes increased interest in goods through making the customer see the goods in the same way in which they are seen by the salesperson:

Effects of Negative Suggestions.—Salespersons often wonder why they are not more successful. If they were to study carefully what they say to customers, they would find that the fault is largely due to negative suggestions. If the suggestion is negative, it brings the answer “no,” and does not cause any desire to arise for the goods. Many salespersons have said to me after I have made a purchase: “Is that all?” The answer, “Yes,” comes unconsciously. The idea did not arise that possibly there might be something else needed. If the salesperson had said, “What else?” the answer might have been different. These answers, to the average individual, do not appear to be materially different, yet in effect they are. The first is a negative suggestion, loses many sales, and should not be used, while the second is positive, and often results in further purchases. When a purchase has been made, a salesperson, in suggesting that there may be something else needed, should always be careful to use a positive suggestion. Every salesperson should make special pains to see that the negative suggestion is not used, because it defeats the very purpose of suggestion.

Negative v. Positive Suggestions.—Some time ago I went into a store to buy a collar. I told the size and style, and gave the salesman the fifteen cents. He simply remarked: “That’s all, is it?” I said, “Yes,” and walked out. Later I was again in need of a collar and went into a different store. I decided upon the style wanted, the salesman took out two, and simply said, “Two for a quar-

ter." I took two though I had only intended to buy one. Then the salesman said: "We have just received the latest styles in ties. Allow me to show you some." I bought a tie. The salesman, not satisfied, said: "We have special values in shirts. It will only take a minute to look over a few of our best patterns." I finally bought a shirt. The salesman had used positive suggestion and made sales where the negative would have failed. Mr. J. S. Knox, in "Salesmanship and Business Efficiency," gives a good illustration of a negative suggestion which lost a sale. A farmer came to town to buy a self-binder. He looked at a binder which pleased him and was about to buy it. The salesman, thinking that he would further convince the farmer, said: "I tell you, this binder has given us very little trouble." The farmer was looking for a binder which would not give any trouble, not even a little. He said: "Well, I guess I will look around first before I buy." He went across the street to another salesman, examined his binder, and at the conclusion of a conversation the salesman remarked: "This binder has given us excellent satisfaction." The machine was purchased. If the first salesman had used the same remark, he would have made a sale.

An Effective Positive Suggestion.—Mr. Knox, to illustrate the effectiveness of positive suggestion, tells about an advertisement of a top buggy in a mail order catalog. The price printed under the buggy was \$39.00. Alongside the buggy in big letters was the statement, "Don't buy a cheap buggy." This suggested that the buggy was of good value. That little statement sold a number of buggies.

Suggestion of Short Weight.—I once bought five pounds of sugar. It was put up in a large bag. As soon as the bag was given to me, the suggestion came to me that I was not getting full weight. To convince myself, I weighed the sugar, and found that I had exactly five pounds. To

avoid such suggestions, salespersons should be careful to put goods in bags of proper size, so that the suggestion of short weight or measure will not arise.

Suggestion of Lack of Interest and Indifference.—A salesperson's whole attention should be concentrated upon the customer, and every possible courtesy should be extended. If such is not the case, there will often be suggested lack of interest and indifference on the part of the store towards the customer. A lady recently remarked that she was not going to a certain place to trade any more. I asked why. "Oh," she said, "the last two times I went in, the proprietor did not take time to speak, and his manner made me feel that he was not particular whether I traded there or not, so I am going where I shall receive a welcome." Later I asked the proprietor if he remembered this person. He said: "Yes, but I have not seen her in the store recently. I wonder why. She was one of my best customers." The attitude of indifference suggested to the customer that the proprietor did not take any interest in her trade, so she wished to trade with people who did. Many customers are in this way turned away from stores. Indifference in greeting, in waiting upon customers, or in leaving-taking will, through suggestion, have a very important bearing upon sales.

Suggestions in Closing a Sale.—Suggestion is of special importance in closing a sale. Many a salesperson can arouse interest and convert it into desire to buy, but cannot get a customer to resolve to buy and make a purchase. "Do you wish to take them with you or have them delivered?" "Do you wish to pay for them or have them sent C.O.D.?" These two questions have made many sales. The offering of an order to sign has made many customers decide to buy. These suggestions must be given at the psychological moment or they will not prove effective. It remains with the salesperson, through a careful study of

the customer, to know when the customer is ready to decide and only needs the suggestion to make the purchase.

Efficient Salesmanship and Suggestion.—Efficient salesmanship is impossible without suggestion. Suggestions in the proper form and at the proper time are the cause of many sales. A salesperson should pay special attention to the study of suggestion, and at the same time carefully analyze self to see if the proper use is made of it. The average shopper is moved by suggestion more than by any other force. This being the case, its importance should be clearly impressed upon every salesperson. Walter Dill Scott says: "Man has been called the reasoning animal, but he could with greater truthfulness be called the creature of suggestion. He is reasonable, but he is to a greater extent, suggestible."

QUESTIONS

1. Why is suggestion an important force in business?
2. How does suggestion work?
3. In what way does suggestion assist argument in making sales?
4. Compare suggestion and argument as forces in making sales with the general public.
5. What is the law of suggestion?
6. What requisites are necessary to make suggestions effective?
7. Mention and explain methods for influencing customers.
8. In what way may suggestions cause future sales?
9. What is the relation between effective suggestion and the ability to read human nature?
10. What is the importance of knowing the proper time to make suggestions?
11. Why should suggestions be positive?
12. Mention some of the effects of negative suggestions.
13. What is the difference between a direct and an indirect suggestion?

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14. Why is suggestion an important force in closing a sale?
15. Give two examples of negative suggestions which lost sales.

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PART II
THE MANAGER
AND
EFFICIENT SALESMANSHIP

CHAPTER XVIII

THE MANAGER AND SELLING

Efficient Management as Well as Efficient Salesmanship Required.—There are many factors which depend upon the manager in order to make efficient selling possible. The requisites for efficient selling go beyond the salesperson to the manager. It does not matter how efficient a salesforce a business has, if its management does not do its part in making conditions favorable for efficient selling, the best results will not be attained. Efficient management and efficient salesmanship must go hand in hand, as inefficiency in either may counterbalance the efficiency of the other and cause failure. All guesswork and chance should be eliminated from management and salesmanship, and each should be reduced to a scientific basis. Then there is little fear from competition, and business expansion and success are assured.

Importance of Quality in Goods.—Quality in goods sold, goods put upon the market in an attractive manner, and the attracting of prospective customers to goods are important considerations for every manager. Quality in goods put upon the market is important for manufacturer, wholesaler, and retailer. Every manufacturing firm should strive to turn out goods of the highest quality, and no goods except these should be allowed to leave the premises. Nothing so reacts upon a manufacturer as to let the consuming public learn that low grade goods go on the market.

Need of Rigid Inspection.—Precautions should be taken to insure that only goods of the highest grade are produced. Competent and trustworthy inspectors should be chosen, and not only should raw materials be carefully inspected, but a separate inspection should be made during each process of manufacture, and finally the finished article should pass most rigid tests. Quality in goods cannot be overlooked, and should receive the closest attention in every manufacturing firm. Business failures are frequently due to carelessness in putting goods of low quality on the market.

The Wholesale and Retail Business, and Quality in Goods.—Attention to quality is as important with wholesale and retail stores as with manufacturing firms. A store should take the greatest precautions to assure the handling of goods of the highest grade. When a store's name becomes associated with goods of high grade, it becomes a valuable asset. Quality in goods is one of the fundamentals of business success. The average American customer is a good judge of values. Deception may succeed once, but it is hard to make it succeed a second time. When once the confidence of the public in the quality of a firm's goods is shaken, it is hard to regain it.

Quality in Goods Sold and Business Success.—Goods must be sold at a profit in order that a business may succeed. Success depends not only upon selling goods at a profit but upon a certain amount's being sold. A business enterprise must have customers for its wares, and success depends upon the list of satisfied customers who are not only permanent, but, on account of the quality of goods received and services rendered, influence their friends to become customers. One of the essentials in securing permanent customers is quality in goods sold, and it is the basic structure upon which the success of a business enterprise is built.

Belief of Salespersons in Goods.—Salespersons, to gain the highest selling efficiency, must firmly believe that their goods are of the highest quality. If they do not believe so, they cannot become enthusiastic in selling goods which they know they are misrepresenting. Salespersons may deceive their customers for a short time in the quality of their goods, but this is only temporary.

Best Value for the Price.—Best value for the price is what attracts. The merchant or manufacturer who can convince the buying public that he is giving the best value for the price has a decided advantage over competitors. When the confidence of the people is once secured, every precaution should be taken to keep it, and this may be done by preventing inferior grades of goods from being sold. Many believe that when confidence is once secured, the public may be duped by inferior grades. It will not take the public long to discover that they are being deceived, and once that is realized, the old established standard may not be regained. Give people the best value for their money and have them waited upon by competent and efficient salespersons, and a merchant need not fear the inroads of competition.

Clean and Attractive Containers, a Necessity.—The placing of goods on the market in an attractive manner has an important bearing upon selling. Many large business houses owe their success to the manner in which they place their goods before the public. An enterprising house should always be on the lookout for a more attractive manner of offering goods. A business man should strive to have his goods placed on the market in a little more attractive manner than are those of his competitor. The display of goods in clean, attractive containers is a fundamental cause of success in the selling of many goods. Tidiness and cleanliness in placing goods before the people are noticed by buyers, and often make sales.

Importance of Advertising.—Advertising, or the acquainting of people with the name, nature, and use of a salable commodity, is today an absolute necessity in successful selling. Prospective buyers should know of the existence of goods, and this is accomplished through advertising. Advertising has passed from the speculative stage to where it is an absolute necessity, and like anything else may be good or bad. Bad is simply a waste of money, while good is one of the most potent factors in business success. A few years ago many business men did not consider advertising of much importance, but it has increased in importance until today it would be difficult to find any business of ordinary size which does not advertise.

Its Twofold Purpose.—Advertising is a creative force in business. It causes new needs, multiplies human wants, and creates new demands. The creating of a new demand is its primary object, yet its results are more far-reaching. Today it is realized that it is a strong factor in assuring business stability. Success in business is assured by efficiency in selling and in advertising, and by putting goods of the best quality on the market. Advertising has, therefore, a twofold purpose to perform: (1) to create a demand for goods, and (2) to maintain the demand already created.

Essentials for Good Advertising.—The purpose of advertising is to sell goods, and the aim is to sell the greatest amount with the least expenditure in advertising. Advertising is a necessity in every business, and should be placed in charge of a competent man who should strive to increase its efficiency through obtaining the greatest results for the money expended. Poor mediums and poor copy are sources of waste and represent large losses. Too much emphasis cannot be placed upon the necessity of increasing returns through the choice of proper mediums, and the writing of good copy. Good mediums and good copy sell

goods, and are the requisites for the efficiency which every business management should strive for in advertising.

Advertising Needs Efficient Selling to Get Largest Returns.

—Advertising is a most valuable factor in getting prospective customers attracted to goods. Frequently all selling is done through advertising but at other times customers are attracted to the goods and it requires salespersons to convert prospects into actual purchasers. In retail advertising one of the chief purposes is to attract people to the stores to purchase certain goods, and then to give them such excellent service and quality in goods purchased that they become not only permanent patrons but advertisers for new customers. Scores of retail stores pay thousands of dollars to draw prospective customers to their stores, and then drive them away by unsatisfactory service, through inefficient salespersons or through the poor quality of articles sold. To obtain the best possible returns, retail advertising should be accompanied by efficient salesmanship. Getting prospective customers into stores by efficient advertising, and giving them such service and value that they are satisfied and become permanent customers, are factors working for increased sales and for larger profits.

Importance of Store Location.—Location is an important factor to be considered in getting customers in a retail store. Special consideration should be given to the class of trade wanted, and a location should be selected where the desired class of customers pass. This may be easily ascertained by observing the crowd passing a certain point. Attention should be given to quality as well as to numbers. Factories in the vicinity may be the cause of a large number passing a certain point, but it is not a buying crowd. Frequently the proximity of factories proves a disadvantage as the class of traders desired, not wishing to be jostled by the hurrying factory employes, will pass along

other thoroughfares. A small, steady crowd, is far better than rushes once or twice a day. It is advisable to locate in a retail section, because people shop where the most stores are situated. People ordinarily travel one side of a street more than the other; therefore care should be taken to choose the right side. A conspicuous location is very desirable as it is valuable for advertising, and is certain to draw trade. A retail store to succeed must have customers, and its location often means either success or failure.

Factors in a Retail Business, Which Should Be Considered.

—In a retail business there are other factors which have a direct and important bearing upon the number of sales, and materially assist in increasing selling efficiency. Proper lighting, good service, large window space, sufficient selling space, attractive arrangement and attractive display of goods are important.

Lighting.—Lighting facilities in a store have a direct and important bearing upon the health and the efficiency of a salesforce. Efficiency in illumination is measured by the light obtained. It depends upon the ability of customers and salespersons to see the goods clearly and distinctly without the least effort or strain. There is no standard in the illumination of stores. The test is that there should be sufficient light in every part of a store, so that customers and salespersons may see the goods distinctly and clearly, and be able to test qualities without eyestrain.

Natural v. Artificial Lighting.—The cheapest and the best light is natural light, diffused uniformly through sufficient windows for proper lighting. The eyes should not be strained even on a cloudy day. Experiments prove that after three hours' work in ordinary daylight, there is little change in the working efficiency of the eye, but after the same period of work in artificial light, the keenness of the eye has decreased very much and there is a distinct loss in muscular adjustment for accurate vision. Observe an ob-

ject steadily for half an hour in natural light, and then in artificial; the difference in strain upon the eye is noticeable. Artificial lighting of any kind differs materially from daylight in that it does not furnish a pure white light, the customary light rays being red, yellow, or violet. There is a difference of opinion as to the color best suited for the eyes, but it cannot be disputed that vision is most perfect, and there is less strain, under the influence of white light.

How to Obtain a Supply of Daylight.—It is only recently that business men have learned the importance and the value of an abundant supply of natural light, and have taken special care to have as large an area of glass as possible. To get the greatest supply of light, the window glass should be either pure white, ribbed, or prismatic, and scrupulously clean. The walls and the ceiling of a room have an important bearing upon the diffusion of light. They should be painted creamy white, white, or greenish gray. Some use whitewash, but its lack of durability, resulting in its falling off in flakes, makes it a continuous nuisance. Frequently a wall painted white gives a glare which is injurious to the eye. A cream color never glares, and gives the best satisfaction as a suitable color for walls and ceiling. Walls and ceilings should be kept clean because if dirty and dingy, the proper diffusion is not obtained, and the lack of sufficient light gives eye-strain.

Artificial Lighting a Necessity.—In many congested trading districts it is impossible to obtain sufficient natural light in many parts of a store, even during the long days of summer. During the fall and winter months many large department stores depend largely, for light, upon artificial lighting. An efficient artificial lighting system is important in every store. Arc, incandescent, gas, and kerosene lamps were practically the only artificial lights available ten years

ago. During the past few years many improvements have been made in electric and in gas lighting.

Electric Lighting.—Of the many varieties of electric lights on the market, the tungsten is the most favored and the most satisfactory. Due to the absence of danger from fire, to the fact that no gases are thrown off, and to its causing no material increase in temperature, the electric lamp has a decided advantage over the gas. If the electric lamp is not available or possible, gas used with a Welsbach burner gives the most satisfactory light. With the increase during recent years in the use of electricity, it is hard to find a town of any size in the East, Middle West, or even in the major part of the Far West, which has not the use of electricity. If a store is not wired, and electricity is available, the better service resulting from the better light will in a short time pay the cost of the installation of an electric lighting system. Electric lighting gives the best satisfaction of all lighting, and should be used wherever possible.

Requirements of an Artificial Lighting System.—The requirements of a satisfactory lighting system are as follows: There should be sufficient light for customers to see distinctly and clearly the quality of the goods, and for salespersons to display to best advantage the selling points of their goods. There should be uniform illumination. The entire selling space should have sufficient light, and lighting should not be restricted to certain sections. There should be reliability. The light should always be available when needed, and should be constant and not flickering. A flickering light is not only straining but annoying to customers as well as to salespersons. There should be proper quality. This has to do with intensity, that is, proper intensity of light, proper diffusion through the lighted space, and absence of glare.

Defective Lighting and Loss of Sales.—Many sales an-

nually are lost through defective lighting and inefficient light. Customers do not like to shop in dark and dismal places and will turn away from them. I heard a customer say: "Let us go to Mr. Smith's." There is not sufficient light in Mr. Brown's to see clearly what you are buying." Customers do not like a flickering or a glaring light which is straining to the eye. They not only wish to shop where it can be done with the best service, but in bright and cheery places with an abundant supply of light, where the qualities of goods may be easily seen. Best results can only be obtained where there is sufficient light to make it possible to show qualities of goods to best advantage. If managers could realize the number of sales and customers lost from not having sufficient light in their places of business, they would pay more attention to this important factor which it is necessary to consider in obtaining the greatest selling efficiency from a salesforce. It does not matter how efficient a salesperson may be in handling customers and in carrying them through the different steps of a sale; if store conditions are not the best possible, the greatest selling efficiency will not be attained. Of these conditions, one of the most important is proper lighting, and this should receive most careful attention in every store or place where goods are sold.

Twofold Demand of Service.—A manager should give most careful attention to the services rendered by his store. Good service to customers is an important factor in increasing sales and in adding to the number of satisfied customers. Good service makes demands upon the manager as well as upon the salesperson.

Selling Efficiency Depends on the Manager.—A store may have an efficient salesforce, but the greatest possible selling efficiency depends upon the good services rendered by salespersons and manager. The most important demands for good service on the part of the manager are: prompt atten-

tion to orders; prompt delivery of goods; delivery of goods of only the grade ordered; taking every precaution to prevent the making of mistakes, and, if made, prompt attention to their correction; prompt attention to all disputes, and the settlement of difficulties without arousing the enmity of customers; and lastly, attention to the comfort of customers while shopping. Attention to these demands assists in securing a greater selling efficiency, in building up trade, and in establishing a business house with the public. The successful manager finds it profitable to pay particular attention to service, and to see that its demands are strictly carried out.

Importance of Directing Customers.—The proper directing of customers by courteous persons to the section of the store where they wish to shop is appreciated by customers more than the average manager thinks. One day I overheard a well-dressed woman say to her companion: "We will go to Brown & Co. to shop as there is always a courteous person to direct you to the section where you wish to make your purchases." The service of directing customers is an element in increasing the sales of every store.

Attention to Comfort of Customers.—Attention to the comfort of customers while buying is appreciated. Seats and chairs for customers while being waited upon or while waiting should be plentiful, and should be offered to ladies by a salesperson whenever a sale takes time. Rest rooms for ladies, provided with lounges, easy chairs, and writing tables supplied with stationery, are important factors in giving service. In one city, a store won a reputation and increased sales by providing means for drying the skirts of lady customers on rainy days. An awning over the entrance to the street for rainy days attracts customers, while a boy at the door to take care of umbrellas is a good investment. These services on the part of the manager have an

important bearing on the selling efficiency of a salesforce, through assisting to make customers satisfied.

QUESTIONS

1. What is the importance of quality in goods? How is it obtained?
2. Why should salespersons believe their goods are of the highest quality?
3. Why does best value for the price attract?
4. What advantage arises from having clean and attractive containers?
5. What is the importance of advertising in business?
6. What is essential in advertising?
7. What is the relation between retail advertising and salesmanship, to obtain the greatest returns?
8. What factors should be considered in store location?
9. What are the requirements for a successful lighting system?
10. What are the different kinds of artificial lighting?
11. What is the relation between defective lighting and selling?
12. What are the twofold demands of service?
13. What demands for good service should be made on the management?
14. Why is paying attention to the comfort of customers a good business investment?
15. What is the relation between store conditions and efficient selling?

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CHAPTER XIX

THE MANAGER AND THE SALESFORCE

The Human Element Long Neglected.—Employers have only recently recognized the importance of the human factor in the making and in the marketing of goods. The study of salespersons in order to understand the various elements that affect their selling power is an important and serious problem for every manager. A manager should deal with salespersons as they are and should realize that dealing with theories and ideals can only result in inefficiency. An attendant should thoroughly know his machine to get the best results from its working. This has been recognized since the introduction of machinery but the business manager has not fully grasped the necessity of understanding and knowing salespersons in order that the best selling results may be obtained from the efforts put forth.

Manager and Salesperson in the Past.—It is surprising how long ignorance governed the relation between manager and salesforce. No attempt was made to study the demands of selling in order to obtain properly qualified persons. The manager did not realize that health is a prime requisite for efficient work. No attempt was made to study a salesforce and to find environments and conditions most conducive to selling. Little thought was given to coöperation, loyalty, and enthusiasm, three prerequisites for selling efficiency.

Importance of Coöperation in a Salesforce.—In a selling force, coöperation is absolutely an essential, and without it efficient selling is impossible. Coöperation, or the act of working together for a common purpose, is the basis of our modern industrial development. Hearty coöperation between the management and its selling force is the main strength of success. To enlist the mutual interest and the hearty support of every salesperson is one of the most important tasks of the manager, and success frequently hinges upon its solution.

Requisites for Coöperation.—To obtain their coöperation, salespersons should be given a square deal, proper treatment, and a just reward for services. They should have a voice in devising methods for increasing sales, and should be made to feel that they are integral parts of the business, consulted concerning difficulties in their own department, and encouraged to suggest ways to overcome them. Working together with the interests of the business at heart is the proper spirit for salespersons, and it should be sought by every manager. Coöperation has two sides, but the manager frequently sees but one. He believes that salespersons should coöperate to produce more sales, but he is blind to the fact that he should coöperate with them to assist in obtaining higher wages. True coöperation cannot exist without mutual benefits. The manager and the salespersons should each obtain what they are striving for, the former more sales, the latter higher wages. In every form of business, true coöperation is more than a theory; it is a necessity and its importance is gradually being impressed upon every manager.

Duty of Salespersons to the Manager.—There is a moral obligation due a business from its salesforce to give their best mental as well as their best physical efforts. This service is not fully performed unless salespersons become interested and enthusiastic in their work, and work with

their whole hearts for the success and welfare of the business. To obtain and to preserve this attitude toward the business should be the aim of every manager. Salespersons should be made to feel that they have a stake in the success of the business, and that the manager is interested in their welfare. Then they will feel that they are a part of the business, not like cogs in one large wheel. Each will work for the other's welfare, and all for greater selling efficiency, more sales, and the success of the business enterprise.

Loyalty a Requisite in a Salesforce.—The presence of loyalty in any business is an important factor working toward greater selling efficiency. Where there is no feeling or heart in the work, a serious handicap to good work exists, even though intellect and will are strained to the utmost. Intellect, feeling, and will should work together to obtain the best results. Salespersons who are not loyal to the business can render only half-hearted service. The manager who secures the loyalty of his salesforce has a valuable factor working toward selling efficiency.

Loyalty to a Business Develops from Loyalty to Superiors.—Most people are capable of following a worthy leader; few are ever zealots for the sake of a cause, a principle, or a corporation. All these are too abstract to win the affection of the average person. It is the individual, the concrete personality, who attracts human interest. Salespersons are loyal to their immediate superior, or to the head of the business enterprise, rather than to the business itself. Loyalty to a business develops from loyalty to those performing managerial functions. The first essential is to place persons of character in all executive positions in the selling department, persons who are leaders and who inspire salespersons and win their support. If this is the case, loyalty to the business is assured. Loyalty is reciprocal. If salespersons feel that they have no assurance of

fair treatment from the manager, it is impossible to arouse interest and loyalty to the business. A square deal is the one indispensable basis of loyalty, cooperation and enthusiasm.

Incentive Is Necessary for Efficient Selling.—Incentive and efficient selling are closely related. It must be granted that salespersons will not make greater efforts to increase their selling efficiency without some incentive. They cannot be expected to use their best ability unless they feel that they are getting good returns for it. The manager should give his salesforce some incentive, hope of reward, hope of promotion, better working conditions, or, better still, a union of all these elements. Sometimes salespersons feel that it is to their interest to work as little as possible for the wages received. If, in addition to proper and fair wages, there is the extra incentive of benefits, the manager possesses means of holding salespersons in the organization; this works for greater selling efficiency.

Importance of Sympathy.—Human sympathy is an important factor in every business enterprise. If a manager knows that the president and directors appreciate his efforts and are ready to back him in any emergency, his enthusiasm and energy for the success of the business never flag. If salespersons know that the manager is interested in them and that he knows the services being rendered, they will put their hearts into their work and have an interest in the success of the business. To secure selling efficiency, the sympathy of the person above with the person below is essential and necessary.

Methods of Handling Salespersons.—The handling of salespersons is a problem which tests the ability of the manager, and is one which is an important factor in increasing the selling efficiency of a salesforce. Two methods are in practice for handling a salesforce: one typical

of the last century, is driving, while the other, needed to increase selling efficiency, is leading.

Driving.—The ignorant salesperson may be driven to his or her work, but with the intelligent, efficient person, driving is a failure. Driving breeds discontent, fosters antagonism, and prevents loyalty and enthusiasm.

Leading.—To get efficient salespersons, and to have them do their best work, they must not be treated like bits of store equipment, or driven like dumb brutes, but led through their own self-interest. To understand salespersons is an important problem, and one which demands much study from the manager. The manager should make a close study of human nature, and should know his salespersons as they are, and not as they are supposed to be. Efficiency in the salesforce requires the cooperation of the manager and the salespersons, and this demands that the latter be led through self-interest. The question of leading through the arousing of self-interest is an important problem of the future, and its successful solution insures enthusiasm and cooperation so essential for an efficient salesforce.

Permanence in the Salesforce.—Business men have recently learned that an important factor in increasing selling efficiency is permanency in service. Nothing so works against selling efficiency as continual change in a salesforce. Salespersons, when they know that they are likely to be discharged at any moment do not have the interests of the business at heart, and do not give their best services. One raw recruit among a number of trained salespersons is a disorganizing element, adds to the expense, and increases inefficiency through decreasing the selling efficiency of the whole body of salespersons with whom he or she works. Experimenting with a salesforce is costly, and the less a manager is compelled to experiment, the greater are the possibilities of increasing selling efficiency.

Selling efficiency demands not only a high-grade selling force, but one where the fewest changes take place.

Importance of Promotion from the Ranks.—An important factor working for selling efficiency is promotion from the ranks. Hope for the future is the chief incentive for giving best efforts, and the hope which appeals most strongly and gives loyalty and enthusiasm is advancement. Every manager should make provision for filling any vacancy which occurs, from his own salesforce, and salespersons should be given to understand that such vacancies will be filled from their ranks. Promotion should not be based upon seniority, but wholly upon ability. Preference to seniority is only justified when the senior in service is of equal ability with others qualified for promotion to a vacancy. Promotion from the ranks has been adopted by many railroads and a few industrial enterprises. Marshall Field and Company have only two managers who have not been promoted from the ranks. The Pennsylvania Railroad Company rigidly follows the policy, and one hundred and fifty of its one hundred and sixty chief officials started in lower positions. The assurance that promotion will be made from the ranks fosters ambition, gives hopes of advancement, and produces greater satisfaction and contentment with the present position. It encourages salespersons in their work, and arouses loyalty and coöperation. The importance of the policy is daily becoming more recognized, and its adoption is spreading to all fields of commercial and industrial activity.

Tardiness and Inefficiency.—Tardiness in attendance is a form of inefficiency which every manager should strive to reduce to a minimum. Selling efficiency demands not only faithfulness in work but regularity and punctuality in attendance. Experience has proved that tardiness cannot be overlooked, and that the best way to deal with it is to make it unprofitable.

Methods of Dealing with Tardiness.—Fines, not paying for the time lost, loss of a day's pay if occurring a certain number of times, suspension, and absolute discharge are among the methods found in practice for the punishment of tardiness. Punishment in some form is absolutely necessary in dealing with certain classes of salespersons. Fines are the most common practice, and if properly managed give the greatest satisfaction. A manager should make it clear that the purpose of the fines is punishment, and that they are not a money-making proposition. The only safe way to deal with fines collected is to devote them to some welfare movement for the salesforce. If they are kept by the manager, it invariably leads to antagonism and works against loyalty and coöperation.

How Punctuality May Be Ascertained.—Every manager finds it imperative to adopt some method of ascertaining whether or not a salesperson is punctual in attendance. The time clock is the favorite method, but metal or wooden tags, timekeepers, individual tickets punched at entrance, leaving the matter to the direct supervision of heads of departments, and daily work cards, are among the methods found in practice. Many claim that a check upon the time when a salesperson comes to work is not necessary and only antagonizes the person. Nevertheless, some method is absolutely necessary, and if any trouble arises it is usually on account of poor judgment exercised in fixing the punishment or in the use of the fines collected.

Methods of Encouraging Promptness.—Many managers find it profitable to encourage promptness by a system of rewards. An effective method is to take promptness into consideration in increase in pay or in advancement. Some give cash premiums or prizes at the end of the year to all who have not been tardy, while some base vacations on the timekeeper's record, and take account of punctuality in awarding vacations with full pay. Those who have adopted

the award system find it necessary to have some system for punishing tardiness. If a salesperson is tardy once or twice and therefore has no chance of obtaining a reward, there is a tendency to be careless about attendance in the future.

Causes of Irregularity.—Irregularity in attendance is a serious problem confronting every management. The chief cause of irregularity is sickness, and the question to be answered is: Who is responsible? The manager may be the cause, in not having proper working conditions; if so the salesperson is not to blame, and the cause should at once be remedied. On the part of the salesperson, the cause may be lack of proper nourishment, unsanitary home surroundings, careless exposure, or intemperance. The manager should insist upon proper nourishment and sanitary home surroundings. He should take all precautions to have the surroundings of salespersons while at work the most conducive to health. Careless exposure should be warned against, and intemperance should not be tolerated.

Method of Treatment.—Reasons for absence from work are many, and each individual case should be dealt with separately. The method of treatment should vary with cases, and punishment is only advisable when the cause is due to negligence, carelessness, or intemperance on the part of the salesperson. None of these should be tolerated, and dismissal should be the punishment for the second or third offense.

Importance of Discipline.—Some method of discipline is a necessity in every salesforce. It is important that the manager should have a carefully considered method of disciplining his salesforce. The method should be sufficiently broad to cover the great variety of characters and dispositions found among the salespersons. Some salespersons are so conscientious and desirous of doing right that the slightest word of correction is all that is required.

There are others who mistake kindly words for timidity and weakness. With these, talk, either mild or severe, has little or no effect, unless they believe that something more severe and disagreeable will follow. An important question for a manager to decide is what will be the most effective method of discipline and give the least interference with the harmonious working of the salesforce. It should be emphasized that with new salespersons, a beginning should be made with kind words, repeated, if necessary, several times, until it is evident that kind treatment does not produce the desired effect, and then more drastic methods should be used.

Methods of Enforcing Discipline.—There are many methods used in enforcing discipline. Kind words and suggestions; fining; laying off for a period of time; lowering wages; giving a series of bad marks and when they amount to a certain number per week or month fining, laying off, or lowering wages; and discharge. Discharge, of course, is the most effective; but this method should be used only in those cases which are absolutely hopeless of correction. Between the first and the last, it is always advisable to have many methods, each more severe than the preceding. Laying off and lowering wages are too severe for ordinary breaches of discipline, and a manager will hesitate to enforce them. Salespersons will soon discover this, and many will take advantage and most of the time keep close to the limit. Again, these methods are so drastic that if regularly enforced they arouse antagonism and prevent the enthusiasm so essential for increasing selling efficiency. In laying off salespersons, a manager usually suffers most, through having new employees in their places.

Fining the Best Method for Disciplining.—Giving bad marks is objectionable, as many will take advantage of the system and deliberately keep close to the maximum. The best method is that of fining. If applied with judgment,

it is to be preferred to the others, and gives the most satisfactory results. Its success depends upon impartiality, and upon sound judgment in the levying of fines and in using those collected to promote some welfare work. Under no consideration should the employer retain the fines collected because, if he does so, the salespersons will believe that the purpose of fining is to make money. This arouses them against the manager, and prevents their hearty cooperation in the work. Exceptional cases may arise where fines will not prove severe enough, and then the more drastic methods of lowering wages or laying off should be used.

Effects of Impartiality.—Impartiality in dealing with salespersons is a virtue. Nothing fosters discontent, creates friction, and throws the whole salesforce into confusion more quickly than favoritism. Frequently promotion and increase in pay are due to favoritism. The manager takes a liking to a salesperson, and an increase in pay or promotion follows at the first opportunity without regard to personal fitness or efficiency. Often a capable salesperson's pay is not increased, because in some way the anger of the manager has been aroused. Either case arouses distrust on the part of salespersons and causes them to lose interest in their work. Promotion or increase in pay due to favoritism fosters antagonism and increases inefficiency.

Qualities Essential for Persons in Executive Positions.—Those in supervising positions should always maintain their dignity. They should be able to control themselves, and to give reprimands under the most trying circumstances without losing their temper. They should be firm, dignified, and always ready to help and work with their salesforce, as well as direct them. They should be approachable, sympathetic, and mingle with their salesforce, and take an interest in their welfare, but should not allow familiarity, because it breeds a feeling of disrespect toward themselves. They should be entirely free from fa-

voritism, and able to treat any case which arises upon its merits. Discipline then is not difficult. In every business enterprise, from the executive down to the humblest worker, discipline should be maintained.

Importance of Contentment.—Salespersons to do their best work should have their minds upon what they are doing. This freedom of mind arises largely from contentment, and has a great influence upon selling efficiency. A contented salesperson has a positive money value. Contentment binds a manager and his salespersons closely together, and leads to their coöperation for the success of the business. Working in fear of losing one's position, at unfair wages, or under constant nagging by a rough and unreasonable manager, causes a salesperson's thoughts to be upon everything except work. The worst frame of mind for good work is one of continual brooding over being underpaid. Many merchants have well-equipped stores, but there is lacking the contented, efficient salesforce. They have yet to learn the value of contentment and of efficiency in selling. Many managers have introduced welfare movements for the benefit of their salespersons. These are business investments and the contented mind obtained more than repays the outlay by the increase of sales secured.

Authority Clearly Defined.—Every salesperson should be responsible to some higher authority, and there should be no doubt as to that authority. Authority should be so established that minor breaches may be ignored and passed unnoticed, but when the time comes for action, and when all consideration has been given, the management should enforce its decision to the letter, and without mercy. Care should always be exercised to give orders only through the immediate executive official. The giving of orders by a superior official to salespersons who are held responsible to a lower official shows bad judgment and has a tendency to

lower the respect of the salespersons for the official to whom they are responsible. It should not be forgotten that the practice of showing authority for authority's sake is bad, and breeds dissatisfaction and friction.

Importance of the Wage Question.—Wages or remuneration for work performed is the most serious problem of our industrial system. The interest of the salesperson, like that of every employee, is centered in wages. The wage problem is important to every manager, because upon its solution depends selling efficiency and success. If salespersons are dissatisfied with their wages and feel that they are underpaid, it causes friction, antagonism, and lack of interest, three of the chief causes of inefficiency. Selling efficiency is absolutely impossible with a salesforce dissatisfied with its pay. To discover and adopt a system of wages which appeals to both manager and salespersons as fair and just assures cooperation, contentment, and enthusiasm, three important factors working for selling efficiency. The great problem in every business selling goods is to get a satisfied and contented salesforce, and no factor assists more in its solution than to have salespersons satisfied with their wages.

Wages Should Be Fair and Just.—There are two parties to the wage problem: the one who pays and the one who receives wages. It is natural for managers to try to get all the work they can for the wages they give, and for salespersons to try to get all the money they can for the work they do. Selling efficiency demands the harmonious cooperation of the two, and this cannot be attained by the mere payment of wages. The question is not so much the amount paid, but whether or not the wage paid is a fair and just one. No problem has a more direct bearing upon selling efficiency than the wage, and its satisfactory solution demands deliberation, tact, and impartiality on the part of the management, and reasonableness on the part of

the salesforce. It is a recognized principle that the greatest incentive is when a worker is paid according to some scheme whereby the remuneration is directly proportionate to the output. A salesperson should be paid a fixed wage, and a commission based upon sales. This gives an incentive for selling efficiency and is the only just method of remunerating a salesforce.

QUESTIONS

1. What has been the relation between manager and salesforce in the past?
2. What is coöperation? Give its importance in a salesforce.
3. What is the duty of the salesperson to the manager?
4. Why is loyalty a requisite in a salesforce? How may it be obtained?
5. Why is an incentive a necessity for efficient selling? Mention different incentives.
6. What is the importance of sympathy in a salesforce?
7. What are the different methods of handling salespeople?
8. What is the relation between permanence in a salesforce and selling efficiency?
9. Why is it advantageous to promote from the ranks?
10. What are the different methods of dealing with tardiness?
11. Mention the different methods of encouraging promptness.
12. How should cases of irregularity be dealt with?
13. How should discipline be maintained in a salesforce?
14. What are the advantages of fining for maintaining discipline?
15. What are the effects of impartiality in managers?

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CHAPTER XX

HIRING

The Human Factor and Selling Efficiency.—A successful business man once remarked that his success was due chiefly to the men whom he gathered around him. Human ability is a great business asset. Goods seldom sell themselves; an efficient selling force is essential in our keenly competitive age. In the retail and in the wholesale business, as well as in manufacturing, success depends upon the amount of goods sold at a profit. The human factor in business is the most important in selling, and the success of every business enterprise depends upon the efficiency of this factor. In securing efficiency in a sales-force, the most difficult problem is the obtaining of capable and competent salespersons.

The Hiring of Salespersons a Problem Long Neglected.—The hiring of labor is an important task in every business enterprise, but it is given little attention and study. It is recognized as true that the salespersons whom a manager employs are the direct cause of the success of his business, but it is only recently that it has dawned upon managers that a large share of the success of a selling force comes from hiring the right kind of salespersons. The hiring of salespersons is a difficult problem confronting every manager, yet how many pay any attention to it? The hiring of a salesperson is as important a matter as the buying of goods. Specialists are employed for the buying of goods,

and devote their entire time to this work; they are often assisted by a staff of chemists and experts. All this special care is taken in the buying of goods, but little attention is paid to the hiring of the salespersons upon whom the selling of the goods at a profit and the success of the business depend.

Buying of Goods v. Hiring Salespersons.—The hiring of salespersons is left usually to the manager, whose special work is something else, with the result that it is generally done in a way which is costly to the buyer and unsatisfactory to the seller. The manager usually takes little interest in the person whom he is hiring, and few precautions to ascertain what he is getting. A necessary requisite in obtaining an efficient salesforce is the proper selection of salespersons for the different goods to be sold. It is true that if a buyer uses care he can accurately determine the constituents of materials, and by careful inspection on delivery of goods knows exactly the quality purchased. It is a fact that the capabilities and the selling efficiency of salespersons can, at most, only be estimated. But is it not true that there are certain external features and characteristics which portray physical and mental strength or weakness? By a careful examination of applicants, and by information obtained from previous employers, a manager skilled in reading human nature and in knowing the requirements for the efficient selling of goods can decide on the applicant who is best suited to fill a vacancy.

The Uncertainty About a New Salesperson.—The uncertainty about a new salesperson is one of the most baffling questions confronting a manager. If it were possible for a manager to order a new salesperson according to exact specifications, as may be done in the case of goods, one of the most important problems in the effort to increase selling efficiency would be solved. It is true that there are certain suggestions which, if followed by managers would

greatly assist in increasing selling efficiency and in reducing much of the expense incurred by the old haphazard method of hiring.

Common Practice in Hiring Salespersons.—Goods are tested as to quality, and inspected to see that the quality ordered is obtained, but the usual practice is to take salespersons at rough guess. They are usually hired upon general recommendation and taken upon trial. Those who, when given a trial, are not satisfactory are dismissed and other trials are made until the required number is obtained.

Hiring Based on Guesswork and Snap Judgment.—The usual method of selecting salespersons is a mere process of guesswork. No attempt is made to study the person. Hiring is left usually to the manager who, when he wishes salespersons, inserts an advertisement in the city paper and spends perhaps thirty minutes the following morning to choose the ten or fifteen needed. He trusts to his snap judgment to size up applicants at a glance. Frequently the first ten are taken and a sign is placed outside, "No salespersons wanted." From the ten hired the manager considers himself fortunate if he secures seven satisfactory salespersons. After trial the three unsatisfactory ones are dismissed and three more are hired. Of these, one may prove unsatisfactory. Dismissal takes place, and another is tried. The process continues until ten satisfactory salespersons are secured. This hire-and-fire process is wasteful and expensive, yet it is the one in common practice today. One manager declares that for every dollar paid a new salesperson for the first two weeks, he is out two for breaking in, and another states that breaking in a new salesperson to a selling position of any importance costs two months' time before the person is seasoned.

Importance of Holding Salespersons in an Organization.—Managers have recently recognized the importance of hold-

ing salespersons in their organization. In a salesforce, continuity of service is the ideal, and a manager should bear in mind that permanency and selling efficiency go hand in hand. The necessity of discharging salespersons would be almost wholly dispensed with if there were a proper system of hiring, training, and handling them. In how many business enterprises do we find salespersons taken on and laid off without thought or consideration for their welfare! Salespersons frequently work with the sword of Damocles hanging over their heads in expecting discharge every payday. When such a system is in operation, how can a manager expect his salesforce to work with any interest? How can he expect them to cooperate with the management for the success of the business? How can he expect loyalty, interest, and enthusiasm? Permanency in service has its basic foundation in a proper system of hiring qualified persons for a salesforce, and then having them properly and carefully trained.

Selling Efficiency and Hiring the Right Salespersons.—

There are so many incompetent salespersons that it is absolutely necessary to exercise great care in hiring, so as to avoid failures, misfits, and derelicts. Loss and disorganization result from hiring a salesperson and later finding that person a failure. Every salesforce, if it is to be efficient, should have its members carefully selected, and it is the wise selection of a salesforce that is one of the marks of a good manager. Human ability is one of the most important things that a business man buys, and to its selection more careful attention should be given.

The Study of the Requirements of Selling Places.—A basic requisite in selection is to know the place to be filled. Every place in a salesforce makes many demands upon its occupant, if it is filled with the greatest possible efficiency. The demands should be known and heeded in filling vacancies. The selling of a line of goods demands certain

qualifications in a salesperson. The first great problem is to know the requirements necessary for selling a line of goods, and the second is to have the ability to pick out a salesperson with the required qualifications. It stands to reason that it is only by luck that a manager, by snap judgment and without knowledge of the requirements for selling a line of goods, can decide by glancing at a person that he or she possesses all the qualifications necessary to meet the requirements for the efficient selling of the goods. If an applicant has a good appearance, a good letter from a previous employer, and knows something about the goods, a trial is usually given. Guesswork and chance govern selection. Managers have their time so taken up with other work that they have little time for studying the requirements for selling goods and the qualifications of applicants. It is advisable to have the hiring of all members of a salesforce placed in charge of an expert, a person competent to make a thorough study of every line of goods sold, and able to decide upon requirements for efficient selling. He should be an expert in reading human nature, and should be able, by interview and by other sources, to tell qualifications of salespersons, and to pick out the one possessing the qualifications necessary to fill a vacancy with the greatest efficiency.

Need of an Employment System.—Formerly, and even today, many managers believe that it is impossible to tell, before a person takes a place, if that person is fitted for it and will prove successful. During the last few years considerable progress has been made in methods for the ascertaining of the requirements for the efficient selling of goods, and for the selection of salespersons with the proper qualifications for efficient selling. The problem is to devise some method of reading a salesperson's qualifications for a place without going through the expensive trial stage. The development of a simple and practical system of hir-

ing salespersons will be one of the achievements of the next few years, and will be a great factor in increasing the selling efficiency of a salesforce.

Salespersons Should Be Fitted by Nature and Training for Their Work.—To get the greatest selling efficiency from a salesforce, salespersons should be not only fitted by nature for their work but should be trained in the fundamental principles underlying the making of a sale of the goods which they are engaged in selling. The salespersons in a business should be as carefully studied as those who are being hired. It should be ascertained if they are fitted by nature, aptitude and training for the selling of their goods. If lacking in training, this may easily be remedied but if not fitted by nature or aptitude it is a more serious problem. A change from selling one line of goods to another may change a failure into a success, or may materially increase the selling efficiency of a salesperson. The problem of hiring salespersons engaged in selling goods for which they are best adapted and trained is an important one for every manager.

Fundamental Qualifications for Efficient Salesmanship.—There are certain fundamental qualifications, the total lack of which, or the serious lack of one, makes an applicant unsuitable for a place in a salesforce. These are good health, intelligence, character, and industry.

Health.—Health is an absolute essential for every kind of work, and a sound body should be the first demand of every applicant. A salesperson who has a weakness which, if it does not at present impair his or her health, will in the future, should not be hired. If the weakness is only temporary and can be cured in a short time, that should not count against the applicant, but care should be taken that attention is given until the weakness disappears. A clear brain is a valuable asset in every salesperson, and is essential for success in selling. The first and most essen-

tial requisite for a clear brain is a sound, healthy body.

Sight and Hearing.—A good eye is a valuable asset, and particular attention should be given every applicant to ascertain if any eye weakness exists. Defective eyesight is a handicap in selling. Good hearing is absolutely essential in every salesperson, while a slight deafness is a serious handicap. Precautions should be taken to test the eyesight and the hearing of all applicants.

Signs of Health.—There are certain exterior signs which tell of good health and physical weakness. If the eyes are dull, listless and show streaks of yellow in place of clear white eyeballs, it shows that something is wrong with the health of the person. A healthy person's finger nails are always pink underneath. Yellow or pallid skin, pale or blue lips, are indications of ill-health and bodily weakness.

Effects of a Weak Nervous System.—A salesperson with a weak heart should be avoided as the weakness sooner or later undermines the health and impairs selling efficiency. A weak nervous system works against selling efficiency, and care should be taken, in hiring, to avoid those possessing such a physical defect. A weak nervous system causes overstrain and the consequent evils of fatigue, impairs physical endurance, and undermines the health. It causes irritability, and an irritable person is a factor working against harmony and coöperation, and, as such, is very undesirable in a salesforce. Nervousness is betrayed in several ways. Close observation during an interview and during the answering of questions will show the presence of a weak nervous system.

Necessity of Medical Examination.—There are many physical weaknesses which cannot be determined by close observation of external characteristics. A manager can never depend entirely upon observation. A thorough medical examination by a physician should be made before a

new salesperson is allowed to go to work. The examination should be not only for the purpose of finding out present ailments, but to see if the applicant has any weakness which might in the future develop and impair health and selling efficiency. If a weakness is found, what is its nature? Can it be cured by care and medical treatment? If so, it should not prevent a person from being hired. If the weakness interferes with present or future selling efficiency and cannot be cured, the applicant should not be taken into the salesforce.

Barriers to Employment.—The presence of any loathsome disease should be a barrier to employment. It not only undermines the health of the sufferer, but such diseases are usually contagious, and their presence might be the means of impairing the health and the selling efficiency of several members of a salesforce. Physicians should pay particular attention to traces of the drinking habit. A person addicted to the use of liquor should not be taken into any salesforce. It cannot be too strongly impressed on every manager that one absolute essential for successful selling is a sound body. The first step toward securing a strong, healthy salesforce is the selection of salespersons with strong, sound bodies. The work does not end with securing healthy salespersons, but extreme care should be taken to keep the force healthy and strong.

Habits in Connection with Selling Efficiency.—Habits play an important rôle in efficient selling. Good habits while at work and while away from a business have a greater bearing upon selling efficiency than the average manager thinks. They represent a valuable asset to a manager, and as such demand his close attention. It is necessary to find out the habits of an applicant during an interview. The effects of some habits are shown in the features and in the actions of persons. Note should be made of external characteristics and of actions during an

interview. Questions on diet, regularity of eating meals, use of alcohol, tobacco and drugs, interest in games, papers, books, and magazines read, furnish valuable information as to the habits of an applicant. To the average person, all these questions seem frivolous, but to the student of human nature they have an important bearing upon habits, and as such are of the utmost importance to the person hiring salespersons.

The Drifter in a Salesforce.—Drifters or floaters have no place in any salesforce, and are undesirable persons in any kind of business. Their presence usually causes friction and distracts the attention and interest of others from their work. Drifters are an important factor working against harmony and coöperation in a salesforce.

How to Tell Drifters.—Applicants should be closely questioned about previous places where they have worked and the reasons for leaving. The drifter usually has a fund of excuses for changes, but one who has not a guilty conscience is as brief as possible in stating reasons for a change. It is advisable to corroborate your conclusions by a confidential report from the last employer. "To whom it may concern" letters are of little or no value. A list of questions sent to the last employer is of great importance in estimating a person's fitness for a place in a salesforce. Judgment should be exercised in making out the questions, and only information asked which is absolutely necessary to decide the applicant's fitness for a vacancy. Answers from employers are usually prompt and honest, because they are commencing to realize that their interests in this respect are mutual.

Avoid a Faultfinder.—A person who is loud in condemnation or in criticism of a previous employer should be avoided. A manager should guard against a chronic faultfinder, because a salesperson whose interest lies in criticism is not one to increase the harmony or the coöperation

of a salesforce. Such a person is a disturbing element, usually soon tires of a position, and instead of working for the welfare of the business criticizes methods and surroundings.

Importance of Intelligence in Salespersons.—Intelligence is a requirement for the selling of any kind of goods. The demand of efficient selling is an intelligent salesforce. The greater the degree of intelligence, the greater are the chances of more efficient selling.

How to Ascertain Intelligence.—Salespersons carry upon their countenances marks of intelligence which the student of human nature may easily read. Intelligence is manifested by the expression of the eyes, by readiness in answering questions, and by the wording and the pointedness of replies. What is the education and the training of applicants? What is the nature of their reading? Do they read any technical books or magazines connected with the making of the goods which they sell? The foregoing are little tests which show the presence of intelligence. The aim of every manager should be to obtain the most intelligent salespersons possible, and special attention should be paid to the intelligence of every applicant for employment.

Industry a Requisite in Every Salesperson.—Industry is a necessary quality in every salesperson. A lazy salesperson is a handicap to any business. Special care should be taken to assure industry in applicants, so as to avoid the entrance of a lazy salesperson into a salesforce. The manner of walking, standing, sitting, and the attitude in shaking hands tell much to the student of human nature as to the industry, alertness, and stupidity of an applicant. It is always advisable to corroborate your decision as to the industry of an applicant by reference to a previous employer.

Characteristics Which Promote Selling Efficiency.—Precautions should be taken to ascertain the characteristics of

an applicant to see whether or not they are helpful or detrimental to efficient selling. Honesty is a necessary quality in every salesperson. One carries many exterior signs of honesty. The eyes and the mouth are good indices. A person who seldom meets your gaze and avoids looking you in the eye in an interview is usually one to be avoided. Many experts claim that by a person's eyes and mouth honesty can be told. Honesty, uprightness, and openness are qualities to look for. Gait on entering a room, manner of speech and gestures are guides to foretell these important characteristics. Tact is an important quality. Some experts ascertain this by questions as to what would be done in special cases. Perseverance, good-temper, self-control, and firmness are valuable qualities and may be read from the features, the walk, the handshake, a straightforward look in the eye while questioning, the manner of standing and of sitting, and the answers to questions. Neatness and tidiness in dress and in appearance are essentials for efficient salesmanship. These qualities may be ascertained by paying attention to a person's dress, linen, shoes, finger nails, teeth, and general tidiness.

Characteristics That Promote Inefficiency.—Obstinacy, sullenness, quick temper, carelessness, and slovenliness are weaknesses which, as far as possible, should be avoided. They may be overcome with young persons, but with older it is difficult to change habits formed in youth. Carelessness is the cause of much inefficiency and waste. A careless salesperson has no place in an efficient salesforce. The presence of one careless person in a force works against securing the highest selling efficiency of the whole force. Special pains should be taken to banish carelessness in every form from a salesforce. Particular attention should be paid to an applicant to ascertain its presence, and its existence should be sufficient cause to prevent the hiring of a salesperson.

Skill and Experience in Salespersons.—Skill and experience are two prime factors in efficient selling. Has an applicant sufficient skill and ability to sell in the most efficient manner the goods to be sold? What has been the training? What has been the experience after receiving training? What is the length of service in the previous position? These are a few of the questions to which every manager should give special attention. The chief considerations are previous records and training. Questions concerning the making and the important selling points disclose the applicant's knowledge of goods. Questions on the fundamental principles of salesmanship tell an applicant's ability to handle customers and carry them successfully through the different stages of a sale. Letters from previous employers as to selling ability, work, promptness and regularity should be given careful consideration. Too great emphasis cannot be placed upon the necessity of care being exercised in ascertaining an applicant's skill which depends in a great measure upon training and experience.

Ability to Tell Capacity Is a Valuable Asset.—An important power to possess in hiring is that of being able to decide from an interview what is the capability of an applicant. The ability to recognize, frequently under an unpromising exterior, what a person really is or may grow into is valuable in the hiring of salespersons. Hugh Chalmers has an almost uncanny power of sizing up a man and telling whether or not he would make good in selling a certain line of goods. An important question is: What potential selling ability which may be developed, by training, into efficient selling power does an applicant possess? This question must be decided by the manager in sizing up an applicant. Many successful salespersons owe their positions to being picked out by managers who read the possibility of development under unpromising outward

appearances. Where this power exists, it is a valuable asset. The average manager has not this gift of nature, but is compelled to depend chiefly upon his judgment and his power of reading human nature.

Successful Selling and Different Kinds of Goods.—It is an easy matter to pick out salespersons who have successful records behind them. Nevertheless, it must be borne in mind that success in selling one line of goods does not mean that success will follow in selling another. A successful seller of pianos may make an absolute failure in selling automobiles. Many salespersons are especially adapted for the selling of certain goods but not for others. Again, salespersons who have failed in selling certain goods may make a decided success with another line. This has often been found. The greatest asset for salespersons is the ability to make a success of selling the goods which they are engaged in selling. The greater the number of newcomers who make good in a salesforce, the less will be the loss through introducing new salespersons, and the greater the chance of increasing the sales of a business.

Limitations and Possibilities of Salespersons.—Managers should be on the lookout for those who excel in interviews, but are failures at selling. Many of these are floating about in our midst, and the shrewdest managers are often deceived by them. Precautions should be taken against this deception, and the fewer hired, the better for any business enterprise. Too great emphasis cannot be placed upon the ability of a manager to size up persons and pick out those who have ability and capacity to make good and become efficient salespersons. The ability to recognize the limitations as well as the possibilities of salespersons is important. The ability to size up people intuitively for these essentials is only rarely found in a person, and is decidedly no common gift. It is based, in the average manager, upon careful investigation, sound judgment, and

ability to read human nature, and not upon snap judgment or guesswork.

Necessity of Training New Salespersons in Business Practices.—The average manager makes a mistake in not giving care and attention to acquainting new salespersons with business practices, customs, and the location of goods. A salesperson is hired, given a salesbook, and told to go and sell goods. Knowledge of the method of filling out sales slips and of business practices is supposed to be gained by observation and by questioning others. Frequently I have gone into a store, bought a small article, and had the salesperson say: "I am new in this place, and must see someone to find out how to make out this slip." Again, I have asked for an article and had the salesperson say: "I really cannot say whether we have it or not. You see I am new in this place." Instances similar to these happen every day to many customers in our retail stores throughout the country.

Loss of Sales Due to Novices.—Many new customers never come back as a result of poor service received from novices; thus thousands of sales are lost through inexperienced salespersons. It is an actual fact that many salespersons are started to work with only a hazy idea of what they are expected to do. New salespersons should be placed under the direction of an old and expert salesperson, who should carefully instruct as to location of goods and business practices. Salespersons should not be allowed to sell goods until a thorough training has been received in business methods, the making out of sales slips, and business practices in general, as well as a thorough training in the fundamental principles of salesmanship, in the selling points of goods, and in the most effective manner of presenting the selling points. Instruction of new salespersons is an important essential, and many sales are lost by paying little or no attention to it.

Card Record for Each Salesperson.—Salespersons should have their own cards. These should show the time when first entering business, and the qualifications from reports of previous employers and from interviews. If a salesperson is discharged, the reason therefor should be placed upon the card.

Care in the Selection of Apprentices.—Many large business enterprises conduct apprenticeship schools in salesmanship. The selection of apprentices is an important task, and as great care should be taken as with applicants for places in a salesforce. Apprentices are to be the efficient salespersons of the future, and from their ranks many executive positions are to be filled. The greatest care should be taken to select those who have capabilities. The ability to pick out young persons who have potential capabilities and who, with proper training, will develop into efficient salespersons is very important. The efficiency of a system of apprenticeship depends upon the number of efficient salespersons developed. Every apprentice who after receiving training makes a failure is a loss. The fewer of these, the more efficient is the training. Apprentices, during the period of probation, should be carefully studied, so as to eliminate those who are either not adapted by nature or who have not the potential capability to develop into efficient salespersons. After acceptance, supervision, study, and careful scrutiny of apprentices should demand the closest attention to ascertain whether or not any mistake had been made in foretelling their development into efficient salespersons.

Efficient Selling and the Hiring of Salespersons.—A prime essential for an efficient salesforce is the selecting of persons who will soon fit into a selling organization and become efficient. This means the replacing of the old haphazard method of hiring, by one based upon careful investigation and sound judgment. Even today, few managers

realize the importance of extreme care in selecting properly qualified salespersons for the various places to be filled in their salesforce.

QUESTIONS

1. Why did business men for so many years neglect the problem of hiring?
2. What is the uncertainty of a new member in a salesforce?
3. Outline the common practice in hiring salespersons.
4. What is the necessity of making a careful study of the requirements for selling places?
5. What is the preferable method for hiring salespersons?
6. What are the essential qualities for the head of an employment bureau?
7. Why is it necessary to have salespersons fitted by nature and training for their work?
8. Mention the fundamental qualifications necessary for efficient salesmanship.
9. What is the necessity for medical examination?
10. What are barriers to employment in a salesforce?
11. How may drifters be discovered?
12. Mention characteristics which promote selling efficiency.
13. Why is the ability to tell capacity a valuable asset?
14. What are the limitations of salespersons?
15. Outline a good card system for salespersons.

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CHAPTER XXI

HABITS

Habit a Factor in Efficient Salesmanship.—The great countries of the world are competing with one another for industrial supremacy. Industrial expansion depends in a large measure on an ever increasing sale of product. This places great emphasis upon the importance of efficient salesmanship. Success in the sale of a product frequently hinges not so much on the product itself as on the persons selling it. Therefore, every factor which has a bearing upon efficient salesmanship is of the utmost importance to a business manager. One of the most interesting and important of these factors is habit, and the more careful study that is made of this, the more importance is attached to its place in efficient salesmanship, business expansion, and progress.

Definition of Habit.—Habit has been defined as a condition of mind or body which has been established by repetition of an act, or a mental process, or both. It is an individual characteristic, and varies with each person. Some habits make life safer and more efficient, while others sap vitality, dry up sources of energy, and work toward inefficiency.

Instinct v. Habit.—A person should not confuse habit with instinct, because the two terms are not synonymous but different. Habits are acquired, while instincts are inherent. Instincts are innate tendencies which are born

with men and have a profound influence on the development of actions. Animal life is completely controlled by instinctive impulses. The squirrel hides his nuts and the fox buries his food. Each blindly provides against future want. The number of instincts in man is far greater than in animals.

Characteristics of Instincts.—Instincts are fixed, and defy education and training. Fear, anger, curiosity, jealousy, rivalry, and constructiveness are a few of our instincts. All through life instincts serve as a background for the acquired capacities. They determine action when experience has failed, and often conflict with acquired knowledge when that knowledge has been fully developed. Instincts are characteristic of a whole class, while habits are acquired during a lifetime and vary with individuals.

Function of the Nervous System in Habit Formation.—The formation of habit is directly confined to the nervous system. The nervous system is plastic, and every new impression makes a nerve path. Every repetition of the original impression deepens the nerve path already made. Each repetition of a past action allows it to travel with less friction along the trodden path. One might liken what occurs to the process by which a path is made across a meadow. The first person to cross may have selected his route for no cause whatever, and his course may have been straight or devious, but he left a mark in the downtrodden grass which the next person is likely to follow. Presently, the grass is worn away, and thereafter everyone follows the beaten path.

Determination of Nerve Paths.—The first formation of a nerve course is not strictly haphazard, as is the case of the wayfarer's first path. The nervous system is part of a living organism, and that organism can itself, in a large measure, determine whether a movement shall be repeated or not. The organism itself largely decides what pathway

shall first become established. Nevertheless, it is true that when nerve paths are formed, they tend ever after to remain and be used, and that every time an act is performed there is a deepening of the nerve cut. The two important factors in habit formation are that nerve currents tend to follow those paths which have been previously established, and that the organism itself plays a governing part first in choosing and later in deciding what nerve paths shall become fixed.

Examples of Habit.—Eating, walking, talking, and all the important actions of everyday life are habits in whole or in part. The morning toilet is a habit. You wash, brush your teeth, and comb your hair without being conscious of what you are doing. When an action becomes a habit, it seems to dispense wholly with conscious guidance. A pianist can play familiar airs and carry on a conversation at the same time. A banjoist can play without looking at the strings, and talk at the same time. We may not be entirely oblivious of our muscular activities, but to all appearances we are entirely preoccupied with other things, and still are able to carry on habitual acts.

Repetition a Requisite.—Repetition is an imperative demand in habit formation. The only way to master an action is by repeating it at regular and frequent intervals. Each repetition deepens the nerve path already made, and causes travel with less friction. The conversion of an action into a habit makes other demands than repetition. Knowing how to perform an action, ability to do, and willingness to do, are essentials in habit formation. The mind should be on the performance of the task, and the repetition should be identical. Confidence in one's ability eventually to achieve success in making an action a habit is an essential prerequisite. Failure frequently follows, or mastery is unnecessarily delayed, as a result of lack of confidence in one's ability to achieve success. Paying heed to

the foregoing demands, makes habit formation comparatively simple and rapid.

Habits Relieve the Brain of Work.—As a result of habit many acts are performed automatically. When a pianist is playing the piano, the finger movements and the reading of the notes are carried on with a minimum of thought. Habits relieve the mind from paying attention to the details of the successive steps of an act. While the performance of an act is being reduced to habit, a person's whole attention should be given to directing its performance. As soon as the habit is formed, work is done automatically and the attention may be turned to other things. In the formation of habits, a severe test is that of overcoming the sluggishness and the inertia of the brain. It frequently requires a hard struggle to apply concentrated thought and regular and constant application until habit is formed. In many cases determination and perseverance are given severe tests. Very frequently discouragement follows the first few repetitions, and failure results. Everyone should bear in mind the old saying, "If you don't succeed at first, try again." When everything seems hopeless, further repetition will often give encouragement, and later success will be attained in the successful formation of the habit.

Importance of Identical Repetition.—Too great emphasis cannot be placed upon the necessity of identical repetition of movements or thoughts in the formation of habit. Identical repetition deepens the nerve path, and enables the response to travel with less friction along the well-marked grooves, but it guarantees, when habit is formed, no deviations from the established movements or thoughts of a habit. When movements or thoughts are not identical, other nerve paths are formed. If many repetitions of exceptions occur, their nerve paths become more and more indented or grooved, so that when habit is formed, in place of one well-grooved path for responses to travel, there is

one which it is necessary to follow to get proper performance, and one or more, more or less deeply grooved, which it *may* follow. These exception-~~nerve~~ routes are alert in their efforts to direct the response to their courses and to divert it from its true course. The exceptions usually put in their appearance when a person is most anxious that they should not. Extreme care should be taken that repetitions are identical with the original thought or action.

Importance of Habits of Industry.—A salesforce, to be efficient, must be industrious. Industry and indolence are largely matters of habit. Childhood and youth are the ages for the formation of proper habits of industry. Fathers and mothers little realize that they are largely to blame for a great amount of the indolence in the world. If they would take more pains to teach their children to be industrious, what a boon it would be to industrial society!

Habit of Indolence.—Boys and girls who are allowed to do as they please soon form the habit of loafing. Work becomes distasteful and even slight exercise causes discomfort. Indolence is established and each successive year sees it more firmly rooted. After years of indolence, the habit of indolence is so firmly established that it is impossible to break away, and, as a result, thousands spend their lives in idleness. What a blessing it would be to society in general, and to industry in particular, if this vast indolence could be banished, and we could have industry in its stead! The time for the formation of habits of industry is youth, and great care should be taken to see that they are formed. It cannot be too strongly emphasized that the efficient salesperson is the one who is industrious. Success in selling cannot be attained without industry. Fathers, mothers, and teachers should realize that one of their chief duties is to instill into children proper habits of industry.

Importance of Proper Habits of Living.—Efficient sales-

manship demands healthy and intellectual salespersons. Health is largely dependent upon the formation of proper habits of living. Regular eating, proper mastication of food, cleanliness, regular hours of rest, and wholesome recreation are the result of habits. Parents, in training their children to proper habits of living, have a duty to perform to industrial society. A person accustomed to dirty and filthy surroundings will have great difficulty in acquiring the habit of cleanliness. Managers frequently have great difficulty in getting their salespersons to live amid proper sanitary and hygienic surroundings, but if once the habit of proper living is acquired, they express the greatest abhorrence of the very conditions from which it has taken so much patience to break them away. Managers should insist upon the acquiring of proper habits of living, and should see that they are followed by their salespersons.

Proper Habits of Eating.—Many acquire early the habits of rapid eating and of improper mastication of food. Many form the habit of overeating, which leads to indigestion and ill-health, while many become accustomed to eating sweets, cakes, and pastry instead of good, wholesome, and properly cooked food. All bad habits of eating lead eventually to ill-health, low vitality, and inefficiency. Efficient salesmanship demands careful investigation into the habits of living of salespersons, and the correcting of those detrimental to health.

Training in Proper Habits of Living.—Assistance in the acquiring of proper habits by lectures on hygiene, care of the body, and proper clothing, should regularly be given, and all expense so incurred is a good investment. Even today the average manager hesitates about interesting himself in the lives of his salespersons. The time is not far distant when the employment of nurses and doctors by large business houses will be the rule, and not the exception

as it is today. One of their duties will be the correcting of improper habits of living and the instilling of proper habits. Training salespersons in proper habits is an important work of every management with a salesforce.

Old Notion of Habits.—Formerly, and even today, business men associate habits with bad habits, and look upon habits as something undesirable in a salesperson, and a factor, if present, working toward inefficiency and loss of sales. They look upon all habits as bad and undesirable, and fail to see that good habits are just as desirable as bad are undesirable.

Rôle of Habits in Business.—Habits play a very important rôle in the life of every salesperson, and their study is a much-neglected factor in industrial society. It is true that the efficient salesperson is marked off from the inefficient, and the useful from the indolent and vicious, by the nature of their habits. Industry and indolence, good and bad temper, virtue and vice, are, in the last analysis, largely matters of habit. Losing temper or retaining self-control is a matter of habit. Each time one is angered by a trifle it becomes more difficult to look calmly at anything unpleasant, while each time one controls oneself it becomes easier to retain control over future disagreeable happenings. The habit of self-control is an important factor in selling, and almost a virtue in a salesperson, because if temper is lost at every trifle it means failure. A hasty temper has no place in a salesperson, and if one has that weakness no time should be lost in forming the habit of self-control.

Intemperance a Habit.—The drinking of alcoholic liquors, as well as the using of morphine and cocaine, is a habit. Excessive use of any one of them stamps more firmly the habit and makes the user a slave to it. The habitual user loses control of choice, and upon invitation to partake cannot refuse to indulge. The habitual drunkard or the drug fiend has no place in a salesforce. Liquor

in any form should not be drunk by any salesman before or during work.

Liquor and Lois of Sales.—A salesman often partakes of a glass of beer at lunch. The smell of such a person's breath has lost many a good customer for all time, and the customer's telling it to friends has cost many more. It is hard to find a factor working with greater effect toward loss of sales than having salesmen with the smell of liquor about them while waiting upon customers. In no place in a business enterprise is the liquor habit so disastrous as in the salesforce. The less liquor used by salesmen the greater are their chances of success. The time is not far distant when the absolute prohibition of the use of liquor in any form will be enforced upon salesmen. Extra precautions should be taken against bringing into a salesforce any salesman addicted to the use of liquor or drugs. If a habitual user is found, opportunity should be given to reform, and if not promptly acted upon, dismissal should follow. Efficient salesmanship has no place for the liquor drinker or the drug user.

Effect of the Tobacco Habit.—The smoking and the chewing of tobacco are likewise habits. The excessive use of tobacco undermines the nervous system and unfits a salesman for efficient selling. Its use in any form should not be allowed in working hours, and punishment should be severe for any infringement of the rules. Managers should discourage the use of tobacco outside their places of business, as no good arises from its use. If a salesman smokes when away from business, extreme care should be taken that he does not wait upon customers with clothes saturated with tobacco smoke. Some customers object strongly to the smell of tobacco smoke, and quickly detect its presence upon a salesman. Many sales are lost owing to the presence of the odor of tobacco smoke about a salesman's clothes.

The Tea and Coffee Habits.—The drinking of tea and coffee may become a dangerous habit, but the use of either in mild form will never do any harm. Injury only results when the habit of using strong beverages is formed. I have known salespersons to drink tea and coffee so strong that to the taste the drink was almost as bitter as aloes. They were such slaves to the habit that they would far rather go without their breakfast than without their cup of strong tea or coffee. Such a habit undermines the nervous system, endangers proper digestion, and lowers vitality in general. Everything which impairs health, affects the selling efficiency of salespersons. It is advisable for managers to investigate carefully the drinking habits of their salespersons, because they affect selling efficiency, and everything which impairs selling efficiency is of vital importance to them. The injuries arising from the drinking of strong tea and coffee should be carefully pointed out, and every discouragement given to their use except in mild form.

The Chewing Gum Habit.—Chewing gum is a most disgusting habit with many salespersons. It is a habit which is easily corrected, yet it is prevalent among a certain class of salespersons. If the average gum-chewing girl would stand in front of a mirror and see what contortions she was going through, she would at once give up the habit. The average customer does not like to be waited upon by a salesperson chewing gum. Many sales are lost yearly as a result of gum chewing. Chewing gum should not be allowed, and any infringement of this rule should be severely punished.

Reading of Character a Habit.—The reading of the character and the traits of customers is a habit. Careful study is required in order to read character successfully, but with study and care it should be reduced to a habit, and a person should do it unconsciously. The habit of readily and correctly reading human nature is a most valuable one

in every salesperson. It is only acquired after hard study, but once the habit is formed it remains forever.

Concentration of Mind a Habit.—The power of concentrating the mind upon a customer and upon the goods is likewise a habit. The acquiring of this habit is very difficult to many salespersons. Everyone who wishes to be a successful salesperson should possess the habit of concentration. Hard work and perseverance are necessary to succeed in obtaining this habit. In time, salespersons will find that they unconsciously fix their entire attention upon customers and goods, and then they have acquired a habit which is a valuable factor in selling.

Calling a Customer by Name a Habit.—The calling of a customer by name is a habit of memory. Many customers feel flattered by being called by name on entering a store. Training the memory to form the habit of calling customers by name requires a lot of hard work, but once it is acquired, it is done without apparent effort.

Cleanliness, Neatness, and Tact Habits.—Cleanliness of person and neatness and tidiness of dress are habits. After habits of properly caring for the person are formed, it is an easy matter to appear neat and tidy in person and in dress. Tact, one of the most valuable assets of a salesperson, is based upon habit. The habit of doing or of saying the right thing at the right time is very essential. This requires careful observation, close reading of human nature, and sound judgment. It is only acquired with hard study and patience, but when the habit is once formed it is done unconsciously and apparently without effort.

Importance of Habit in Efficient Selling.—The most efficient way to use one's energy is to follow habit grooves of thought and action. It is very necessary for a manager to see that his salespersons form correct habits, because every correct habit becomes a power to increase selling efficiency. High selling efficiency in a salesforce depends upon the

presence of proper habits throughout the force, and these are the result of much study and patience. A valuable asset in any business is the acquired habit of performing in the most efficient way, promptly, and to the best of one's ability, the selling of goods. No one factor in efficient selling is of greater importance than habit, yet it is one which in the past has been badly neglected. Proper training to acquire proper habits is of the greatest interest to every business management, and the more attention paid to reaching this goal, the greater will be the selling efficiency attained.

QUESTIONS

1. What is the difference between habit and instinct?
2. Outline the processes of habit formation.
3. Why should special attention be paid to identical repetition?
4. What are habits of industry, and why are they so important in business?
5. What are proper habits of living, and how can they be acquired?
6. What is the old notion of habits compared with the modern?
7. What are the evils of intemperance?
8. What is the effect of the tobacco habit? What of the tea and coffee habits?
9. Why does the chewing gum habit lead to inefficiency in selling?
10. Why should proper greeting be a habit, and how may it be acquired?
11. Mention several habits which are of use in selling.
12. How may people be trained in proper habits of industry?
13. In what way do habits relieve the brain of work?
14. Give various examples of habit.
15. What are the characteristics of instinct?

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CHAPTER XXII

FATIGUE

Effect of Fatigue on Salesmanship.—One factor in efficient salesmanship which the average manager overlooks is fatigue. This phenomenon has been known from time immemorial, and is daily experienced by men, women, and children. Several psychologists have devoted much time and study to the cause and the effects of fatigue. The importance of its study to a manager as a factor in salesmanship has received little attention. The intensity of the struggle for profits and the keen competition of today bring home to every business man the importance of efficiency in every phase of business activity. Efficiency has introduced to the manager several factors bearing upon profits and success. One is fatigue, and its careful study is of the utmost importance to a manager because of its bearing upon efficient salesmanship.

Causes of Fatigue.—Work is performed by muscular movement which comes from muscular contraction. A process somewhat similar to oxidation takes place within the muscle during its contraction, and waste products or toxic impurities are thrown off into the blood. Every movement of a muscle and every thought cause oxidation and the casting off of toxic impurities. During all work, whether physical or mental, they are accumulating in the blood. The toxic impurities are poisonous, and if accumulated to a large amount, poison an individual like any other

poison. Their presence at first is not detected, because they do not exist in sufficient amount to make their presence felt. It is only after a certain accumulation that further addition causes injury. When this period is reached, nature gives warning, and this warning is known as fatigue.

Causes of Exhaustion.—Fatigue is nature's signal to cease the accumulation of waste products and to give it an opportunity to eliminate what has been accumulated. If this warning is not heeded, injurious results follow, and it does not take much more accumulation to bring exhaustion or overfatigue. If carried still further, death results. Men and animals are known to have dropped dead from exhaustion. They are poisoned by their own waste products produced during the periods of activity. The muscles almost immediately become rigid, and putrefaction starts in a very short time. The one who is able to take heed to the warning signal of fatigue and not overtax the capacity for efficient work is lucky.

Effects of Fatigue.—Work is performed at the expense of nutrients stored within the muscles, and oxygen absorbed from the blood. The toxic impurities produced during work circulate in the blood and act upon the nerve endings in the muscles and upon the gray matter of the brain. They diminish the contractibility of the muscles and render them less responsive to nerve stimuli. They poison the large nerve cells in the gray matter of the brain and reduce their power of remitting volitional impulses. When toxic impurities accumulate in the blood, the period is sooner or later reached when their action will be felt in the sensation of fatigue. Not only is the whole body subject to fatigue, but every organ, tissue, and cell of which the body is composed. Fatigue is thus a sensation, the result of work carried beyond the capabilities of an organism.

How Warning Is Given.—Fatigue manifests itself in various ways. Headache is the usual sensation of brain fatigue, and sleepiness is frequently that of physical. Exhaustion is injurious, but fatigue is not. Fatigue may be readily done away with, and the sensation seems to be a protection to the human body. It warns a person when it is time to rest, and if the warning is not heeded the injurious stage of exhaustion is soon reached. It is practically impossible to tell when strain begins. Consciousness of fatigue does not come with the first casting off of impurities, but only after a certain accumulation has been reached. A person does not perceive the oncoming of fatigue, and only experiences the sensation when it has reached a certain degree of intensity.

Power of Work Varies with Salespersons.—There is a limit to a person's power of doing work, and this varies with different people. It depends upon training, occupation, environment, and the constitution of the individual. Some tire more easily than others. People with weak nervous systems easily become exhausted, and recuperate slowly. Different persons vary in their power of resistance to the action of toxic impurities, and in the rapidity with which their bodies cast off the impurities.

Reserve Force.—There is, nevertheless, a certain amount of reserve force which allows a certain amount of overtaxation without injurious consequences. If work is prolonged so that the reserve force is consumed, precautions should be taken to make certain that there is sufficient recuperation to restore the used reserve force. Serious injuries arise when the reserve force is encroached upon and complete recuperation does not take place.

Limit to Its Extent.—There is a limit to the reserve, and when it is consumed exhaustion follows. When the reserve force is approaching final consumption, irritation, nervousness, and impaired vitality are found. These not

only impair selling efficiency, but make a salesperson a fit subject for all kinds of diseases.

Effects of Toxic Impurities.—The accumulation of toxic impurities without proper elimination lowers the general health of salespersons. It increases the efforts necessary to perform work. The lowering vitality makes a person susceptible to all kinds of diseases. Greater injury follows work done by fatigued bodies than from harder work done before a salesperson is fatigued. One of the greatest economic wastes is the consumption of an abnormal amount of energy by the thousands who are compelled to work with fatigued bodies. Efficient salesmanship demands that selling should not be done by tired and fatigued muscles and brains. To get the greatest selling efficiency, a manager should pay particular attention to fatigue, and if it were properly studied, many improvements would be made which would be to the advantage of the manager and of the salesperson.

Effect of Fatigue on the Brain.—It is generally recognized that with work which requires close thinking and close attention there is a period, varying with the individual but fairly definite throughout, during which concentration, thought, and attention may be maintained; but when the limit is reached, there must be relaxation—perhaps only momentary—or the productive faculties decrease rapidly in efficiency. All work requires more or less thought and attention. With the increase of the intensity of thought and attention, the casting off of toxic impurities increases at a rapid rate. After nature gives her signal through the sensation of fatigue, sensibility is gradually blunted and attention flags. It is impossible for a fatigued salesperson to give the close attention which may be given when fresh. Nervousness and irritability are consequences of a fatigued mind, and their presence prevents efficient salesmanship.

Fatigue and Memory.—Fatigue has a baneful effect upon

memory, and if activity is continued, it will not only weaken its power but almost destroy it. Tired salespersons often wonder why it is impossible for them to remember things, not knowing that the powers of memory have been benumbed by the accumulation of toxic impurities.

Causes of Stupidity in Boys and Girls.—The overworking of children causes an accumulation of toxic impurities which weakens memory and prevents intellectual development. The stupidity of many young boys and girls found in our large stores is due to the baneful influence of accumulated toxic impurities. Efficient salesmanship demands intelligent salespersons, and this in turn demands the proper intellectual development of children. One of the great curses of fatigue comes from casting into the country's selling ranks undeveloped and stupid boys and girls. This should be remedied by training and by the prevention of overwork of children during the years of growth and development.

How the Toxic Impurities Are Disposed of.—The body purges itself of accumulated toxic impurities during repose. Normally they are burned up by oxygen brought from the blood, excreted by the kidneys, destroyed by the liver, or cast off from the body through the lungs. Rest should banish the sensation of fatigue, and the accumulated toxic impurities should be cast off. The body is repaired during rest as long as activity is continued within psychological limits, or as long as it is balanced by rest. An important problem in selling efficiency is the taking of precautions to make certain that recuperation through rest is complete.

The Efficient Cycle.—The efficient cycle should be: work to the period of sensation of fatigue, and sufficient rest to repair the body for its losses. Work is often carried beyond the warning signal, and it becomes difficult to cast off impurities during the period of repose taken. This is injurious to health, and selling efficiency is impeded by

nervousness, irritability, loss of memory, and flagging attention. Efficient salesmanship demands that the daily average of expended energy should be evenly balanced by fresh strength and recuperation.

The Effect of Sleep.—Closely related to the repairing of the losses of the body through physical and mental activities is sleep. Sleep is the best known phenomenon of life. Sleep makes rest more complete, allows greater and more complete elimination of toxic impurities, and assists the restoration of tissues necessary for future activity.

Overfatigue and Sleep.—Overfatigue, with its accompanying nervousness and irritability, is inimical to sleep. It causes sleeplessness and, a further accumulation, rather than an elimination, of waste products. A good sound sleep is one of the blessings of humanity, and fortunate is the salesperson who realizes its necessity and does not impair his selling efficiency by encroaching upon the proper hours of rest and sleep.

How Much Sleep Is Necessary.—Equally difficult with the question concerning to what extent work may be carried before it is injurious, is the problem of how much sleep is required. Some salespersons possess greater recuperative powers than others and impurities are more quickly cast off. With them, six hours of rest give the same recuperation as eight with others. Psychologists agree that for the average person eight hours of sleep are sufficient to cast off the accumulated impurities of the preceding day. Effective sleep should be dreamless, because when a person dreams it means just so much hindrance to the elimination of impurities. One of the greatest requisites of effective sleep is an abundant supply of fresh air during sleep. Efficient salesmanship demands proper sleeping quarters and proper ventilation, so as to assure the greatest possible destruction of toxic impurities and the greatest possible building up of new tissues.

Proper Habits of Sleep and Rest.—Managers are commencing to realize that it is to their interest to see that their salespersons protect themselves by taking proper sleep and by taking it under proper conditions. Strictness regarding regular sleeping hours is an absolute necessity if the greatest selling efficiency is to be reached. Sleeping in close quarters retards the process of elimination of waste products and defeats the purpose and the object of sleep. Precautions taken to assure proper rest increase selling efficiency and help to protect health and to conserve strength and vitality.

Importance of Food and Good Habits.—One of the chief antidotes to fatigue is nourishment. Fatigue does not always necessarily depend upon the amount of work done. A great deal depends upon the state of the body. No general rules can be laid down which apply to all people. All circumstances which hamper work in any way, as ill-health or pain, have the effect of increasing the production of toxic impurities. Efficient salesmanship demands a healthy body and a peaceful mind. Ill-health of any kind increases the energy needed for work and hastens the accumulation of toxic impurities. One of the greatest essentials for health is regular and proper nourishment. This demands a careful selection of articles of food and their proper cooking. Half cooked foods cause indigestion, a common ill and the cause of much unnecessary fatigue. It is a business proposition to see that salespersons get nourishing food and have it properly cooked.

Need of Relaxation in Efficient Salesmanship.—The human body demands relaxation as well as rest, to repair the wastes of work. Play, amusement, and reading are the chief agencies for mental relaxation. Athletic sports should be encouraged by managers. The benefit obtained from mental relaxation during games of ball or tennis fully repays their cost to business houses. Indoor

games of all kinds furnish wholesome amusement and recreation for a fatigued brain. Efficient salesmanship demands healthy sport and wholesome amusement. It is profitable to managers to furnish and equip athletic fields, indoor gymnasiums, and amusement halls. A hall for dancing, singing, and music during lunch hours and after work is a paying investment to the employer of a large salesforce. A circulating library with books and magazines is a paying investment. Many a good salesman has had his selling efficiency impaired and often ruined, by being induced to take the downward step in seeking recreation to satisfy the cravings of a fatigued brain. Business men are realizing that wholesome recreation is part of a salesperson's daily life, and that selling efficiency is increased by providing various forms of good recreation.

Antidotes to Fatigue.—A difficult problem to decide is how much food, recreation, and rest are required for healthy recuperation. This is quite different from what we think we require. Sensations are misleading and it is not difficult to acquire habits which are quite contrary to nature's demands. The amount of food needed to keep our bodies healthy probably differs with each individual, and at present is not accurately known. The acquiring of the habits of eating proper food, properly cooked, and eating slowly, and limiting eating to the point of satiety are important factors in the health and the selling efficiency of every salesperson. The amount of rest needed for the average salesperson follows very closely the old adage: "Eight hours' work, eight hours' play, and eight hours' sleep." Food, rest, recreation, and sleep are the effective antidotes to fatigue. A careful observation of each is the demand of efficient salesmanship; and it is to the interest of managers and of salespersons to see that a proper amount of each is obtained.

Real and False Fatigue.—It is hard, in many cases, to

distinguish between real and false fatigue, and to know when real fatigue has been reached. William James, in his essay on "The Energies of Man," says: "We live subject to arrest by degrees of fatigue which we have come only from habit to obey. Most of us may learn to push the barriers further off, and to live in perfect comfort on much higher levels of power." The easy surrender to fatigue may be easily acquired as a habit, and when it is, it is difficult to change. Many people who have little resistance to the toxic impurities of work may account for it by a surrender to habit. Such a habit prevents salespersons from working to their proper selling efficiency, and if acquired, should be altered by a course of training.

Unnecessary Fatigue.—Progress and development depend upon work. The casting off of toxic impurities is unavoidable. If salespersons become fatigued before the end of the day, work is carried on with impaired selling efficiency. It stands to reason that anything which tends to conserve a salesperson's strength and to postpone fatigue tends to increase the person's selling efficiency. There is no reason why energy should be wasted in tiring the muscles by unnecessary work when that energy saved could be used for a more efficient purpose.

Attitude Towards Sitting During Selling Hours.—Formerly the opinion was that sitting during selling hours was a sign of laziness and not to be tolerated. Little did managers realize that compulsory standing when not necessary was impairing efficient selling and was an element working to diminish sales. The average manager today has a different attitude toward the question. He believes that salespersons should be encouraged to sit when not waiting upon a customer or putting stock in order. If seats are provided and salespersons are encouraged to use them whenever it does not interfere with selling, they will be able to give better service to both customers and man-

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agers, because not unnecessarily tired and worn out by useless standing.

Fatigue Handicaps Efficient Salesmanship.—Fatigue is a factor which must be considered in efficient salesmanship. It is not due to work but to overwork. The aim of every manager should be to have the efforts of his salesforce so directed as to obtain the highest selling efficiency. This demands a minimum of fatigue. If the warnings of fatigue are not heeded, manager and salesperson suffer. An overworked salesforce will have less sales than if the selling were done by salespersons who were not fatigued. It pays to add to the number of salespersons rather than to overwork the present force. Fatigue or overwork in a salesforce may limit business expansion, while on the part of the salespersons it often causes misery, poverty, and disease. It leads to nervousness, craving for excitement, and frequently to crime. Salespersons should be taught to use energy and time to best advantage in selling, and to reach the desired goal, sales with a minimum of fatigue.

QUESTIONS

1. What is fatigue?
2. Give the causes of fatigue.
3. What are the causes of exhaustion?
4. What are the effects of fatigue?
5. What is the effect of fatigue on the brain?
6. What is the effect of fatigue on the memory?
7. Why does fatigue cause the stupidity of many boys and girls?
8. How are toxic impurities disposed of?
9. What is the effect of sleep?
10. How much sleep, rest, and food are necessary?
11. What are proper habits of sleep and rest?
12. What is the place of relaxation in efficient salesmanship?
13. What are the antidotes to fatigue?

14. What is the difference between real and false fatigue?
15. Why is fatigue a handicap to efficient salesmanship?

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CHAPTER XXIII

WELFARE WORK

Protection of Health.—Two necessary factors demanded in every salesperson are skill in selling, and health. A salesperson, to be efficient, not only must know how to make a sale in the most efficient manner, but must enjoy good health. If a person, it matters not how skilled in selling, is worried, discontented, or in poor physical or mental condition, selling efficiency suffers. The best care is taken of athletes, because their success depends upon their health and their ability to endure strain. The same is true of salespersons. Health should be safeguarded with the greatest care, because it is a fundamental prerequisite for bodily and mental achievement, and for the attainment of success in selling.

Effect of Sickness upon Selling.—The number of salespersons who are slightly ill, ill enough to reduce selling efficiency, but not enough to give up work, is very great. Their presence in selling organizations lessens sales, and is a heavy drain upon the selling branch of our industrial system. Suffering from headache, cold, or indigestion does not allow a salesperson to be as efficient as if well. A selling organization made up of sound, healthy persons is a valuable asset to any business. The presence of sickness, it matters not how slight, impairs selling efficiency, and adds to the expenses of a business enterprise.

Medical Service.—Health is assured by proper and

prompt medical service. Prevention is better than cure, and medical service has a definite place in every business enterprise. It is an important factor in increasing selling efficiency, and in keeping salespersons at a high mark of efficiency.

Medical Department.—Sickness may not be severe enough to keep salespersons from work, but nevertheless it has a direct bearing upon selling efficiency. It may cause a salesperson to remain away from work, and the loss in this case is greater. Salespersons should be instructed by a doctor or nurse in how to prevent sickness, and should receive prompt treatment in case of sickness. A medical department should have its place in every large salesforce.

Functions of the Medical Department.—The medical department has five important functions to perform: the physical examination of every salesperson, the maintenance of health in the salesforce, the prescribing and sometimes the dispensing of medicine, the care of accidents, and lastly, attention to living standards at home. A medical department in a large business should have at its head a doctor who is either a salaried official and devotes his entire time to the business, or one who makes daily visits and is subject to call at any time. He should be assisted by a nurse. It is expensive for a business with a small salesforce to have a doctor visit the place, but it should have an arrangement with one to examine salespersons at his office.

Emergency Hospital.—A business with a large salesforce should have a well-equipped emergency hospital, while one with a small force will find it profitable to have a small room fitted out for emergency cases. "First aid to the injured" jars or chests should be found in the emergency room, but if the business covers a large area, several should be conveniently placed, so that one may be reached from any part of the business without trouble and in a short

time. Provision of some kind for emergency cases and for medical care and inspection is advisable, even if the salesforce is small.

Physical Examination.—Every salesperson should undergo a thorough physical examination, and the results should be tabulated on cards for the purpose and filed. All new salespersons should undergo a similar examination, so that there will be a health-card index for everyone in a salesforce. A careful medical examination of applicants will eliminate at the outset all suffering from any infectious or contagious disease to which it is undesirable to expose salespersons, and will prevent, also, the hiring of those physically unfit for efficient selling.

Treatment of Defects in Health.—If defects are found in the health of the permanent salesforce, attention should be given to remedy them. An examination should be made at regular intervals as long as the defects last. If slight defects are found in the physical examination of an applicant, and this is the only objection, it should not debar the person from being hired; but, if taken into the salesforce, attention should be given and frequent examinations made, until good health is restored. Ill health in any form is a secret force working toward inefficiency and frequently it can only be detected by careful medical examination. The goal in every selling organization should be to have the places filled by salespersons who are competent to sell in the most efficient manner the goods to be sold. This demands a healthy and strong salesforce, and to guarantee this, medical service is an absolute necessity.

Importance of Treating Slight Ailments.—The manager should insist that every salesperson consult the store physician or nurse at the first symptoms of illness. It is frequently hard to induce a person to do so, because it is not realized that if slight ailments are taken in time, serious sickness may often be prevented. Colds, sore throats, and

many ailments are contagious, but if properly treated, and medical advice given as to precautions to follow, it will frequently prevent their spreading throughout a salesforce, and save many dollars from loss of selling efficiency of those affected but in attendance, and of those suffering from severe cases and kept away from business. Maintaining health is one of the greatest guaranties of regularity in attendance and of increased selling efficiency. The doctor or the trained nurse should take special pains to instruct salespersons in how to prevent sickness and also in how to administer prompt and effective treatment during illness.

A Dispensary.—For a large salesforce, it is advisable and profitable to have a dispensary, in charge of a competent person. If there is no dispensary, provision should be made with a druggist to give special rates to salespersons. In a store dispensary, inexpensive drugs and medicines should be given gratis, but if expensive ones are required they should be given at cost. A dispensary is inexpensive, and is a valuable factor in increasing selling efficiency through assuring better health in a salesforce. For the treatment of accidents, an emergency room or hospital is advisable in every business. All injuries, cuts, bruises, foreign matter in the eye, and sprains, should be given prompt treatment.

Home Surroundings.—Selling efficiency is affected by home surroundings. It should be emphasized that no manager can afford to do anything that does not bear directly upon selling efficiency. Anything beyond this savors of charity, and is invariably opposed by a salesforce. Charity is outside the province of a business enterprise, and is bound to react unfavorably upon its success.

Influencing Efficiency Is One of Manager's Interests.—Anything that increases selling efficiency is within the province of every manager, and should be of special interest to him. The problem of efficient selling increases the

sphere of activity and the interest of managers in their salesforce beyond the store to their lives outside, and to their homes. Salespersons' home surroundings react upon their ways of thought and of working. One who comes from a slovenly home, where meals are badly cooked, sleeping quarters not properly aired and ventilated, and the house always in a litter, will usually be a slack, careless, and unsatisfactory person. Home surroundings are important factors in selling efficiency, and should be carefully investigated by every manager.

Encourage Proper Habits of Living.—Salespersons should be encouraged to live healthy, thrifty, and moral lives, so as to develop into strong, happy, and contented persons. Successful selling demands good health, and such cannot be attained with malnutrition, bad housing, or poor sanitation. No manager desiring to obtain and maintain selling efficiency can afford to tolerate any of these conditions in the homes of his salesforce. Instructing a salesforce in how to live so as to obtain and to maintain health is an important problem with every manager, and is one which cannot be neglected.

Personality of Doctor and of Nurse.—The personality of the doctor and of the nurse is an important consideration. In either case, the person should be agreeable and sympathetic, possessed of a cheerful disposition, and one who makes you feel that a great interest is being taken in you, and in whom you are ready and willing to confide. Such a person will greatly increase the efficiency of a medical department and have a decided influence in the maintaining of health in a salesforce.

Medical Department and Selling Efficiency.—The maintenance of an efficient medical department has a decided and important bearing upon selling efficiency, and as such is a dollars-and-cents proposition. Such a department increases selling efficiency in various ways, some of which

are as follows: It eliminates all who are absolutely unfit for efficient selling; it increases the efficiency of those with defects, through medical care and attention; it draws attention to those with physical defects which, if not cared for, might lead to physical unfitness, but who with proper care can be partially or wholly restored to health; it prevents sickness by giving advice to well salespersons and by immediate attention to slight ailments; it eliminates loathsome diseases.

Provision for Care of the Sick.—Many large business enterprises maintain sanatoriums in the country where they send their sick salespersons. A week or two of rest in a sanatorium will frequently restore a valued salesperson to health, when neglect might cause illness of long duration or result in some dangerous disease frequently causing death. Many deaths occur annually due to neglect and to carelessness in not paying attention to slight ailments, or to symptoms at the proper time. Many managements are not able to bear the expense of private sanatoriums, but make provision with public ones to care for all cases sent. Frequently a management bears all the expenses, whether the salesperson is able financially to do so or not, but in some cases it pays part and the salesperson part, and if the latter is not able to pay his or her share the management bears all the expense.

Proper Nutrition.—Proper nutrition is essential for good health, and as far as the manager is concerned presents two problems: (1) Wholesome food for salespersons at home; and (2) proper lunches during the working day.

How It May Be Secured.—The importance of instructing the wives of salesmen in the necessity of obtaining wholesome food and cooking it properly is not widely recognized by managers. Many managers advise unmarried salespersons where to board to get wholesome food, and emphasize the effects upon health of irregular eating, imperfect masti-

cation of food, and the eating of indigestible dishes. Many find that it pays, from a business point of view, to run boarding houses and restaurants for unfurnished salespersons. Board is given at actual cost and frequently at the bare expense of food and service—building, equipment, and other requisites being furnished by the manager. The obtaining of good, wholesome food by salespersons has an important influence upon health and selling efficiency, and makes it a business proposition.

Effects of Indigestion.—Indigestion has a direct bearing upon health and upon selling, and consequently its ill effects should be forcibly impressed upon every salesperson. The loss of sales due to this trouble amounts to many dollars annually. One of the chief causes of indigestion is eating cold lunches in the store or hurriedly bolting down a lunch at home during the noon hour. Unless salespersons get good, substantial lunches, their selling efficiency suffers before the end of the day. The same amount of vim and force is not put into selling arguments. The desire to please and to make sales flags, and a feeling of indifference comes over a salesperson.

Twofold Purpose of Lunches.—Scant and quick lunches have a twofold effect upon selling efficiency. Salespersons become hungry long before closing time, and good selling cannot be done by anyone who is hungry. Quick lunches cause indigestion, and this impairs selling efficiency during the entire working day. The lunch problem is a serious one for every manager, and its successful solution adds greatly to the selling efficiency of his salesforce.

Interest of Managers in Lunches.—The lunch problem has received considerable attention during the last decade, and in many business enterprises throughout the country some provisions are made to guarantee a warm and wholesome lunch to the salesforce as well as to other employees. Nevertheless, there are many enterprises where salespersons are

compelled to eat cold lunches, and where salesmen are still allowed to patronize the free lunches in near-by saloons. A few stores started the practice, a few years ago, of providing free coffee, and a place to warm lunches. The experiment proved so satisfactory that today a great many managers furnish good, wholesome lunches at cost. A restaurant, if conducted by a manager, should not pay in direct profits but in increasing the selling efficiency during the rest of the working day.

Methods of Assuring Proper Lunches.—Scores of different plans are in operation for helping salespersons to get good warm lunches, and vary all the way from a cup of warm coffee for one cent, and a dish of soup for two cents, to full-course dinners. A common plan is for the manager to furnish a room, lighting, heat, and equipment, and the salespersons are charged for the actual cost of food and service. Sometimes the manager takes entire charge of furnishing lunches, and sometimes it is left to a committee of the salesforce. A manager cannot be expected to furnish lunches gratis, but it always pays to bear part of the expense. In every case, it is a business proposition to see that salespersons get good, warm, wholesome lunches. It not only increases selling efficiency but creates a better feeling toward the business.

Importance of Pure Drinking Water.—Pure drinking water is as necessary to health as wholesome food. Many large business houses have been severely handicapped by having a large number of salespersons absent on account of sickness, and on investigation the cause has been found to be the drinking water. Drinking water should receive careful and constant attention so that health will not at any time be endangered.

How Drinking Water Should Be Supplied to Salespersons.—Drinking water is supplied to salespersons in different ways; pail and cup, tank and cup, faucet and cup, and sani-

tary fountain. The old-fashioned wooden pail and tin cup are germ distributors, and a menace to health. The wooden water pail is a relic of the past, and no enterprising manager can allow its presence in his store. The water tank and individual sanitary drinking cups may be satisfactory if proper precautions of cleanliness are taken. The water should be drawn off by a faucet, and the tank should be carefully cleaned every morning. The common drinking cup should not be allowed in any business house. With city supply, the faucet and cup are the old means for furnishing drinking water, but in every case individual sanitary cups should be used. The ideal drinking receptacle is the sanitary fountain, of which many varieties are on the market, and wherever possible, one should be used. The manager of a large salesforce said that in the saving of time between the ordinary drinking cup and the fountain, the latter paid for its installation during the first month. There should be a sufficient number of drinking places easily accessible and convenient to all parts of the selling space, so that too much time is not lost in going to and coming from getting a drink.

Importance of Cool Water.—Drinking water, in every case, should be cool and refreshing. Precautions should be taken not to have the water too cold, because very cold water increases the desire for it, and the taking of quantities of it into the stomach is injurious. Ice should not be allowed to float in drinking water. A water tank should have a separate compartment for ice, and with drinking fountains or faucets connected with the water system of a town or city, the water, during the summer months, should be made to flow through a coil of pipes packed in ice. An abundant supply of pure, cold, sparkling water is a factor in selling efficiency, and has the further effect of fostering a better spirit between salesforce and management.

The Old Washroom.—Even today many managers consider it ridiculous and an additional expense to furnish sanitary lavatories and washrooms. If salespersons wish to wash before going home, or before lunch, they must wash in a common washpail or, more frequently, in an ordinary tin or agate washbasin. Some places still possess the old-fashioned iron sink filled with filth and germs, and one or two rusty iron or tin washbasins.

New Methods.—Washing troughs or sanitary washbowls are found in many business houses. The latter are the most sanitary and therefore preferable. Soap and towels should be furnished by the manager, and salespersons should have an individual closet shelf for towel and soap. It is dangerous to health to have several using the same towel. Many managers have special persons to look after the washrooms. The washrooms in many of our large stores are thoroughly modern, sanitary, and clean. Such increase selling efficiency not only by protecting health but by assisting to create a proper feeling towards the management.

Closets.—Closets, wherever possible, should be flushed and sanitary. Urinals should be kept clean and frequently flushed, because if not, they become germ carriers. Everything should be kept clean and sanitary. Managers find that when clean and sanitary closets are furnished, salespersons take pride in them and do their part to keep them clean. Closets should be so distributed that they are easily accessible to all parts of the selling space.

Need of Sanitary Lavatories.—Lavatories and closets are still appalling in many of our large stores. Many states have considered it necessary, as a protection to health, to pass strict laws governing them. In spite of these laws, many are simply depositories for germs, filth, and odors so nauseating that a person cannot long remain in one. Many a severe case of sickness is traceable to infection re-

ceived in a dirty, filthy closet, or from dirty, filthy washing facilities. Many such cases occur annually, and they cost managers thousands of dollars. Selling efficiency and health should be sufficient reasons for sanitary lavatories. Cleanliness and proper sanitary conditions make a closer relationship between salespersons and their employers, and assist in creating loyalty, enthusiasm, and interest, essentials not only for large sales but also for success in every business enterprise.

Individual Lockers.—Each salesperson should have an individual locker in which to keep clothing and other personal effects. Lockers are made of wood, iron, or steel wire, but the last two are preferable. They should be carefully ventilated and arranged so as to be near heated coils or to have drafts of warm air pass through them, in order to dry clothes if wet on coming to work, or working clothes if damp on leaving off at the close of the working day. Frequently it is necessary for salespersons to work in different clothes from those worn to and from work. If a change of clothing is necessary, both men and women should have their own dressing rooms.

Rest and Recreation Rooms.—The hour at lunch, if used advantageously, is of great value in maintaining selling efficiency during the afternoon. The first essential is a wholesome warm lunch, and the second rest and recreation.

Effects on Efficiency.—A rest room is absolutely essential with a salesforce of women, and is a good business proposition with men. A bright, cheery, cozy room with lounges, easy chairs, a piano, writing desk, magazines, periodicals, and a library gives opportunity for rest and recreation and makes salespersons more efficient for selling during the afternoon. A rest or lounging room for men with easy chairs, magazines, a library, games, and perhaps a piano affords an opportunity to rest weary muscles and fatigued brains, and makes salesmen better fitted for selling during

the rest of the day. Rest rooms are problems connected with selling efficiency, and should be considered as such. They give direct assistance in increasing the selling efficiency of the afternoon, and indirect in helping to create a proper attitude of a salesforce towards the business.

Importance of Welfare Work.—The coöperation of a salesforce with the manager is absolutely necessary for selling efficiency and success. A business man may have a finely equipped store with every means for giving service to customers, and may possess a stock of high grade goods at reasonable prices, but if his salesforce is dissatisfied or discontented, selling efficiency is impossible and the result is either lack of success which should come, or absolute failure. A satisfied, contented, and healthy salesforce, enthusiastic in coöperating with the manager, and working with only one aim, the welfare of the business as a whole, is a most valuable asset, and success or failure in many cases hinges upon it. Many managers, realizing the value of a contented and satisfied salesforce, have undertaken many kinds of work further to guarantee and insure this frame of mind. This class of work is called welfare. Managers who have introduced various kinds of welfare work do not hesitate to declare that the motive is purely a business one in that it results in a better, more satisfied and more efficient salesforce.

Kinds of Welfare Work.—Welfare work is found in many varied forms, as benefit associations, educational work, athletic teams, publications, annual outings, clubs, pensions, suggestions, and savings.

How to Manage Welfare Work.—Various methods are in practice for looking after the various forms of welfare work undertaken in a business enterprise. In some stores there is a special department to look after welfare work. As to the kind to introduce, study should be made of the character of the salespersons, and the forms introduced

should be such as will be adaptable and satisfactory to the salesforce. It is a waste of money to introduce certain forms of welfare work among certain classes of salespersons. In a business enterprise with a small salesforce, the work is as important as in a large one, and should be placed in charge of a competent person and time given to look after it. The return in creating a better spirit toward the business repays several times what is judiciously expended in this character of work.

Benefit Associations.—A welfare work that is rapidly gaining favor is the providing of assistance to salespersons in case of sickness or accident, and to relatives and dependents in case of death. This assistance is called benefits. Benefits may be of different kinds, as sickness, disability, or, in case of death, funeral expenses, or a small amount paid to the family of the deceased or to near relatives. Various methods are in practice for managing this work, but the customary one is for the salespersons to form a mutual benefit association and to manage it themselves. An official of the business enterprise is often custodian of the funds, but this is not always the case.

How to Manage Benefit Associations.—Weekly or monthly assessments are levied and are usually graduated with salary or wages. When the fund reaches a certain amount, the assessment ceases until it is necessary to replenish it. Frequently, in case of extraordinary charges due to unusual sickness, an increased or extra assessment is made. Joining is often optional, but should be compulsory. The manager sometimes makes occasional contributions, but usually the association is self-supporting. The weekly amount paid and the length of time of payment in case of sickness or accident are not fixed but vary with associations, as well as the amount paid for injuries, accidents, or death.

Kinds of Educational Work.—The educational work car-

ried on in large selling establishments is of many forms. Training schools, lectures, evening classes, and sewing and cooking classes are found. Training schools occupy such an important place in selling efficiency that they are considered in detail in another chapter. The importance of lectures is being more widely recognized. The illustrated lecture is of the greatest importance in teaching processes of manufacture of goods as well as the essential qualities of the materials out of which they are made. It is important in instructing salespersons how to care for their bodies and how to live properly. Managers having many salesgirls frequently give evening classes in sewing and in cooking. Sometimes these classes are provided for the wives of salesmen. The kind of educational work depends upon the character of the salespersons. Lectures and evening classes of various kinds improve a salesforce and assist in creating and fostering a better attitude toward the management.

Promotion of Athletics.—Any encouragement on the part of the manager in athletics is much appreciated by the average salesperson. Wholesome recreation and outdoor exercise are incentives to health and to greater selling efficiency. Encouragement is given in various ways, from contributing to the support of a team to furnishing grounds and equipment and giving a certain amount of time for practice. In this country baseball is the favorite game, but football, basketball, tennis, and cricket receive their share of attention. Finely equipped gymnasiums and indoor ball grounds are sometimes found. Girls usually have their own sports, as tennis, basketball, etc.

Monthly Papers.—Many business houses with large salesforces print monthly papers which are usually in magazine form. The papers contain articles and news of interest to the salespersons. Everyone receives a free copy. The magazine has an additional value in teaching the salesforce

important facts about the making of goods and the materials out of which they are made, and it further helps to arouse interest in the business.

Various Kinds of Recreation.—It is a common practice for a business enterprise, large or small, to have outings and picnics, and to provide various forms of entertainments and amusements for the salesforce. Frequently the great events are the annual outing and the annual ball. Entertainments, dances, and concerts are encouraged and expenses are wholly or partially borne by the management. The recreative side of welfare work is important. The providing of proper and wholesome forms of amusement works to the advantage of a business in promoting enthusiasm and loyalty in the salesforce.

Clubs.—The formation of clubs is an important duty of the person in charge of welfare work. The salesforce should be carefully studied, and the character of the work of the clubs formed should depend upon the character of the salespersons. Orchestra, mandolin, and various musical clubs give satisfaction where a sufficient number of singers and musicians can be secured. Chess, whist, bowling, and checker clubs are favorites with the salespersons of the average business establishment. Many large stores have their own bands, and these furnish music on special occasions. Frequently the main work of the clubs is to promote sociability among the salespersons. A club has a further value in creating a better spirit toward the business management.

Savings Associations.—To encourage thrift on the part of salespersons, many managers either receive savings directly and pay a good rate of interest, or encourage the formation of savings associations and supervise the investment of their funds. Frequently, salesmen are given loans at low rates of interest for the purpose of building or of buying their own homes, and repayment is on the install-

ment plan. The salesmen of some large business enterprises form loan associations, and money is loaned to needy fellow members. Encouragement to save and to own homes gives a better, contented class of salespersons, and the provision for loans to the needy often protects deserving people from loan sharks.

Vacations.—Many managers own summer places where their salespersons are sent on their vacations at low rates. The rates charged are sufficient to cover expenses, and the salespersons are assured a good outing. There are a few instances where the expenses are paid by the manager, but such are exceptions. Many managers who do not own summer homes make arrangements with the proprietors of suitable places to take their salesforce at reduced rates. Such interest is always appreciated and is amply repaid by an increased interest in the business.

Pensions.—Many business houses believe that they owe their salespersons who have devoted their lives to the building up of a business, a duty to assist them when old age or incapacity comes. This has led to many voluntarily pensioning their faithful salespersons when they reach a certain age. Railroads introduced the pension system before industrial and business enterprises, and its adoption by the latter has been comparatively recent. When salespersons know that their employers take sufficient interest in them not only to assist in saving for old age but further to assist with pensions, it produces a better spirit on the part of salesforces toward employers.

Effects of Welfare Work.—Efficient selling demands a healthy, contented, and interested salesforce. The chief purpose of welfare work is to create contentment and a proper attitude toward the business. It is not philanthropic, nor does it savor of paternalism, but it is guided solely by business motives. The kind of welfare work in every salesforce depends wholly upon its character. The

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increased selling efficiency coming from loyal salespersons with their hearts in the success of the business, and cooperating in every way to make it a success, is sufficient return for what is spent in giving pleasure, recreation, and happiness to them.

QUESTIONS

1. What is the effect of sickness upon selling efficiency?
2. What are the functions of a medical department?
3. Why is an emergency hospital necessary in a large sales-force? How should it be maintained?
4. How should defects of health be treated?
5. What is the importance of treating slight ailments?
6. How should a store dispensary be conducted?
7. What provisions may be made for the care of the sick?
8. What is the necessity of securing proper nutrition?
9. What is the relation between indigestion and selling efficiency?
10. Why should managers take an interest in lunches?
11. What is the relation between drinking water and selling efficiency?
12. What precautions should be taken in lavatories?
13. What is the effect of recreation rooms on selling efficiency?
14. What is the importance of welfare work in a salesforce?
15. Name and explain the different kinds of welfare work.

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CHAPTER XXIV

TRAINING

Knowledge and Training Requisites for Efficient Selling.—The industrial revolution ushered in many changes in methods of production, transportation, and distribution. The numerous inventions which made the industrial revolution possible almost completely revolutionized our industrial system. Concentration of industry, high specialization of labor, increase in the use of capital, rapid introduction of labor-saving machinery, and organization of workers followed with great rapidity. The progress of industrialism led to keen competition, to increasing the size of the producing plant, and to the necessity of disposing of larger and larger quantities of goods at a profit. During the nineteenth century little or no attention was paid to the study of the human element in the distribution of goods, or to the salespersons upon whom the disposal of large quantities of goods depends. It was only at the opening of this century that managers realized that efficient selling depended upon acquired knowledge and training rather than upon guess and chance. The corner stone of our business growth depends in a large measure upon a supply of salespersons intelligently trained to carry customers through the various stages of a sale with the greatest efficiency.

Training Is the Keynote of Business Expansion.—The training of boys and girls in order to assure trained and

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efficient salespersons for the future is the keynote of business expansion and growth. The backbone of every wholesale or retail business is its efficient salespersons. Managers should have it strongly emphasized that skilled and efficient salespersons are not born, but made by training. The demand of today, if we are to progress in business as rapidly as we have in the past, is for systematic training of salespersons. It is one of the most important questions confronting managers. The question as to what training is best in order to produce the most efficient salespersons with the least economic waste has not been unanimously agreed upon. American business expansion depends in a large measure upon the solution of this problem. The guaranty of a large force of efficient salespersons to sell American goods behind the counter, on the road, and in foreign lands will be a great boon to American business and to American industry, and will be an important factor in placing America in the van as the greatest industrial country in the industrial world.

The Old Method of Instructing Salespersons.—Instruction for salespersons, in many business houses, is conducted in an unorganized way. It usually consists of an instruction book giving the rules of the business house for general conduct, and occasionally a few elementary principles of salesmanship. Many managers simply give out books of rules governing their salesforces, and tell their salespersons to go and sell goods. The practice of paying little or no attention to the principles underlying salesmanship is due to the belief with many that salespersons are born and not made. The method is extremely costly, and it is a wonder how a business house with it in practice succeeds. It is considered fortunate, in the average business house, if twenty per cent. of the salespersons tried make a success. With eighty per cent. floundering about in the dark as to methods and principles underlying the selling of

goods, one recognizes how inefficient and costly is this old haphazard method of training.

Necessity of Careful Training in Principles of Salesmanship.—Efficient salesmanship demands that knowledge shall take the place of guesswork. Knowledge is a fundamental basis of salesmanship, and demands in a salesperson more than the mere mechanical skill necessary for filling orders. Order fillers are not salespersons. They are the mechanical units of a sales organization rather than the real live wires upon which depend business growth and expansion. Men and women who become efficient salespersons are those who understand the principles underlying salesmanship. An efficient, intelligent salesperson is the chief demand of efficient salesmanship. Training of the mind is a necessary requisite in selling, as proper training is necessary to develop intelligence and character.

Specialization in Selling.—The proper placing of salespersons and their proper guidance and training eliminate wastes. The all-round salesperson is being displaced by the more or less specialized one. Chance, luck, and guesswork of the old régime of salesmanship must be replaced by skill and the application of accurate knowledge and efficiency. During the last few years specialization in selling has made great strides, and today is the great need of our industrial system. Brains and the ability to do—and not stores of inapplicable knowledge—are increasing the effectiveness of selling activity.

Importance of Specialization.—As competition became keener and the business unit increased in size, the tendency toward greater specialization in the producing plant constantly grew. Not only did plants become more specialized but also machines and tools. The tendency toward greater specialization is as great in selling as it is in manufacturing plants and with skilled labor. Specialization in selling is a feature of our present industrial system. It narrows the

activity of the salesperson to one special line of goods or, at most, to two or three allied lines. It confines selling activity to a narrow field and is causing the disappearance of the all-round salesperson. The concentration of efforts, either mental or physical, upon a narrow field of selling activity increases selling efficiency. The growth of our business enterprises and the increase in the kinds of goods sold make it impossible for a person to be an efficient all-round salesperson. The salesperson of today is more highly specialized and more productive in sales in the line or the few lines sold, than was the all-round salesperson. Specialization is a permanent factor in selling, and an economic necessity in our struggle for markets.

Present Need for Efficient Salespersons.—The present need in the selling of goods is for efficient salespersons. There never was a time in our industrial history when this necessity was more realized than it is today, and never before have business men taken such keen interest to find methods of securing and assuring a supply of efficient salespersons. Order filling is monotonous and makes little demand for skilled and intelligent persons. The intelligent development of salespersons has a decided advantage in raising them above the narrowing tendencies of high specialization. The evil effects of specialization in selling are not as great as in skilled trades. Nothing is to be feared from the influence of salespersons with minds developed for independent thought and action, but much is to be feared from a body of salespersons, who perform only routine work and allow others to think for them. The present activity for educating salespersons has a decided tendency in developing efficient, independent thinkers.

Adaptability and Selling Efficiency.—Efficient salesmanship demands the adaptability of salespersons for selling their goods. Some are adapted for the selling of one class of goods and not another. One salesperson may be efficient

in selling automobiles and may be a failure in selling pianos. The manager should make a study of the requirements for selling his line of goods, and endeavor to get those especially adapted by nature and training to meet these requirements. Prime requisites for efficient selling are adaptability of salespersons for selling their line of goods, and training in the fundamental principles of efficient salesmanship.

Aim in Choosing Apprentices.—There is more importance in choosing apprentices for selling than the average business manager believes. Decision as to whether or not boys and girls are adapted to the selling of certain goods should be made as early as possible. The choice of apprentices in selling demands the closest attention. The chief aim is the choice of boys and girls who are adapted by nature for selling the desired line of goods. It requires the closest observation during apprenticeship. As soon as it is found that boys and girls are not adapted for selling the line of goods for which they are being trained, they should not be allowed to continue their training.

Salesmanship not a Natural Gift.—No person is born an efficient salesperson. An efficient salesperson can only be made through training. Some salespersons discover through their own efforts the qualities needed for efficient selling, as well as efficient methods for handling customers and making sales. This knowledge is in every case the result of careful study. Few have the inclination or the ability to develop themselves into efficient sellers. Managers are beginning to realize that selling efficiency is essential to business success, and that it is costly to rely on salespersons to train themselves. If selling efficiency is to be obtained, it remains with the manager to provide the means and to give all possible assistance.

Observation v. Training.—President Hadley of Yale once remarked that the man who was well grounded in the theory

of his calling had an important advantage over the practitioner who relied chiefly upon the results of his short experience. In no vocation is there greater truth in this statement than in selling. Careful training in the fundamental principles underlying salesmanship is more successful than choosing them from observation. The day of learning by observation and getting training through haphazard methods is past, and the day of knowledge and systematic training is at hand. The training of salespersons in the fundamental principles underlying selling should be the aim of every manager. It is the only way to obtain an efficient salesforce with the least waste, and is the only way to guarantee efficient selling. Managers are daily realizing the need of systematic training, and a greater development in the training of salespersons will take place during the next few years.

Training Necessary in Every Vocation.—Training in every vocation is of national interest, as well as of the greatest importance to business men. With properly trained workers the economic wastes arising from incompetency and ignorance would be eliminated. This would result in the saving of many million dollars annually and would benefit employers by increasing profits, employees by increasing wages, and the nation through giving a higher standard of living and a better class of citizens.

Arch-Enemies of Selling Efficiency.—Incompetency and ignorance, arch-enemies of selling efficiency, are found lurking in every business enterprise. They cause failures, low wages, poverty, and suffering, and if their presence is too prominent, they prevent business growth. Efficient salesmanship demands that incompetency and ignorance give place to skill, intelligence, and competency. The necessity of the presence of these latter qualities in a salesforce emphasizes the importance of training.

Apprenticeship Schools.—During the past few years busi-

ness and railroad corporations have been taking greater interest in training employees. The tendency toward the general adoption of some form of apprenticeship is decidedly marked in all cases where such a system is practicable. The apprenticeship or corporation school is coming into greater favor for training salespersons. Scores of business enterprises maintain such schools and hundreds of others will be driven by necessity to adopt them during the next few years. The corporation school is destined to become the favored system for training salespersons.

Salesmanship Schools.—Instruction in salesmanship by business houses varies widely in method. Methods vary from a few oral and written instructions to well organized schools giving thorough instruction in the fundamental principles of salesmanship as found in the National Cash Register Company of Dayton, Ohio. An increasing number of managers are realizing the need of efficient salespersons, and the chief question for them is how to get them. The only answer seems to be to train them, and the enterprising manager is commencing to realize this. The result is an increasing interest in salesmanship instruction. The time is not far distant when all managers with large salesforces will have their own training schools.

Best Way to Train Salespersons.—The best and cheapest way for managers to get efficient salespersons is to choose boys and girls with natural possibilities and develop their capacities through systematic training. Public and private schools can give valuable assistance in training salespersons but they never can take the place of the training school conducted in a business house. The corporation training school has become an integral part of our industrial system and its importance is daily becoming more recognized. Increased attention given to the instruction of salespersons will bring better organized schools, more systematic training, and more efficient salespersons.

Test of Efficiency in a Corporation School.—The test of the efficiency of every corporation school is the number of efficient salespersons turned out. This depends upon two chief factors: (1) the selection of proper apprentices, and (2) the course of training.

Requisites for.—Selection of apprentices should be made with the greatest care. The basic test is the physical. A thorough physical examination should be made of all applicants, and if any defects are found which interfere or would be likely to interfere with their becoming efficient salespersons, they should not be taken. Boys and girls must reach a certain maturity before they are suited for training, so as to get the most efficient results. Sixteen years should be the minimum age for boys, and fifteen for girls. An intelligence test in a written or oral examination is necessary. If boys or girls reach the minimum ages and are not competent to pass an examination in the common school branches, the chances are against their becoming competent salespersons. Particular attention should be given to the moral character of applicants. Boys and girls should not be allowed to become apprentices until a thorough investigation has been made of their moral character and habits. Character is an absolute essential in making an efficient salesperson, and should be carefully considered in the choice of those who, in the future, are to fill not only executive positions in the selling department, but frequently the most important places in a business enterprise. Care should be taken to ascertain apprentices' adaptability to selling. Much time is wasted and additional expense incurred in keeping boys and girls who are not adapted to selling and never will be efficient salespersons.

Basis of Ability.—The ability which makes one salesperson more efficient in selling than another is not acquired by training and experience alone, but is partly transmitted by nature. If boys or girls have no latent ability to

develop, training will not develop them into efficient salespersons. An important problem is the selection of boys and girls who possess the ability necessary for development into efficient salespersons.

Latent Qualities Necessary for Development.—Training will not create talents requisite for efficient selling. No amount of training and application can atone for the lack of aptitude and make an efficient salesperson out of a person who does not possess the latent qualities which may be developed into efficient salesmanship. When aptitude is present, its proper cultivation will give selling efficiency. The earlier their latent capacities and possibilities are recognized and a training in the right channels is commenced, the more efficient will boys and girls become. If boys and girls, on entering the selling vocation, are instructed in the selling of the goods for which they are best adapted, it will greatly increase the selling efficiency of salesforces and be a guaranty of success in efficient selling.

Essential Branches of Training for Salespersons.—The training of salespersons may be subdivided into four distinct branches: (1) training in the principles of salesmanship; (2) a training in the construction and uses of goods sold; (3) a training in the selling methods which are peculiarly applicable to the goods sold; (4) a training in the business methods and practices of the business house. The most efficient method of training salespersons is the school conducted within the business house. Courses in the principles should be given in trade and industrial schools as well as in high schools and colleges, but the three remaining branches can only be taught effectively within the business house. It is a business proposition with every business house with a large salesforce to have its own training school. Efficient selling demands a thorough and careful training in all four branches. Every manager who wishes to have an efficient salesforce must pay special

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attention to training and provide a training school giving instruction in the four branches and in charge of a competent instructor.

QUESTIONS

1. Why is training a requisite for selling efficiency?
2. Why is training the keynote of business expansion?
3. Compare the old method of instruction with the new.
4. What are the reasons for specialized salesmanship?
5. What is the present need for efficient salespersons?
6. What should be the aim in choice of apprentices?
7. Show that salesmanship is not a natural gift.
8. What were the defects of the old method of learning by observation?
9. Why is training a necessity in every vocation?
10. What is the advantage of training salesmen in business houses?
11. What is the advantage of training schools in business houses?
12. What is the test of efficiency in a school of salesmanship?
13. What are the requisites for a good school?
14. What is the basis of ability?
15. Why is it necessary to try and discover latent qualities in apprentices?

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